Chapter 4

Correctional Treatment Programs

To accomplish the mission of the Army correctional system, the correctional facilities operate correctional treatment programs for their prisoners. The programs are based on and tailored to the custody, employment, training, and treatment needs of the prisoners. The programs include a continuous professional monitoring of each prisoner and his treatment. The main goal of a correctional treatment program is to return a prisoner to civilian life prepared for useful employment. A small percentage of prisoners, however, respond well enough to correctional treatment to qualify for a return to duty.

The Army's correctional treatment programs provide for a professional evaluation and a study of each prisoner and his background. The programs also include provisions for prisoners' health and welfare. Constructive work that teaches work skills and provisions for individual and group counseling or therapy of prisoners are important parts of the correctional programs. Each program includes the custody requirements and treatment for the prisoner. And each program specifies the custodial and disciplinary measures needed to achieve the program's correctional treatment goals.

PRisoner Evaluation

The facility commander or a qualified representative evaluates each prisoner based on all of the available information that has been compiled on that prisoner. The evaluation determines the prisoner's custody grade and his treatment program. Information on prisoners can be obtained from the guards, the prisoner's unit commander, mental health services personnel, the chaplain, the medical officer, the prisoner's personnel file, and any other records relating to the prisoner. The chaplain, except for privileged matters, provides observations and recommendations pertaining to individual prisoner's correctional treatment requirements to the facility commander and appropriate staff officers.

A prisoner's correctional treatment program may change as a result of the continuous reevaluation that he undergoes. When additional information becomes available or changes in the prisoner's behavior take place, corrections officials adjust the prisoner's treatment program accordingly.

The first consideration in a prisoner's evaluation is to identify the needs of the prisoner that require immediate intervention. Because the purpose of a correctional treatment program is to return the prisoner to civilian life, civilian employment and social adaptability are the main goals. If long-term evaluation suggests that retraining is a viable option, the prisoner may be retrained for return to duty. In either case, the following aspects of correctional treatment are considered and closely monitored during the entire confinement period: employment, training, education, medical condition, religious participation, off-duty activities, and family and financial problems.
A prisoner is controlled, supervised, and observed during all phases of confinement by all personnel assigned to the facility. Certain forms of prisoner behavior are especially important when observing prisoners. Indicators of prisoner behavior, such as appearance, bearing, conduct, attitude, and efficiency, definitely reflect the success or failure of a correctional treatment program. Any noticeable changes in these indicators must be reported to the officer in charge of the correctional treatment program or his representative. And observation of the formation of negatively oriented groups also must be reported immediately. The observation of the development of negatively oriented groups is an important factor in the prisoners' social structure. Groups sometimes form naturally from people with common backgrounds or similar interests. The correctional staff must be alert at all times and closely observe prisoner groups.

**PRISONER COUNSELING**

In a corrections environment, counseling is a process in which behavioral problems of the prisoners are observed, and the prisoner is guided and directed toward more productive and useful behavior. The prisoner is assisted in setting realistic goals. Army detention and correctional facilities set up counseling programs based on guidance in AR 190-47.

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**USDB and USACA correctional programs**

| Personal evaluation & professional counseling | YES | YES |
| Employment program | YES | YES |
| Vocational training | YES | YES |
| Certified apprenticeship training | YES | YES |
| Work release program | YES* | NO |
| Educational counseling and/or testing | YES | YES |
| Academic classes | YES | YES |
| Library | YES | YES |
| Recreational facilities | YES | YES |
| Clemency program (sentence reduction, restoration, return to duty) | YES | YES |
| Temporary home parole | YES | YES |
| Federal parole program | YES | YES |
| Abatement program | YES | YES |
| Correctional treatment program (eight weeks) | NO | YES |
| Graduate evaluation | YES | YES |

*Restrictive USDB selection criteria: less than two percent of eligible USDB prisoners actually participate.*
Counseling at detention facilities, except overseas facilities, is limited to crisis intervention and immediate problem solving. However, interservice support agreements may provide for additional services. Counseling programs at correctional facilities are more comprehensive than counseling programs at detention facilities.

A counseling program in a correctional facility has two goals. First, counselors help prisoners adjust to the confinement environment. Second, counselors help prisoners to learn problem-solving techniques and to develop productive and acceptable behavior. As prisoner morale improves, disciplinary problems decrease. This, in turn, reduces the supervisory requirements and the administrative workload. Prisoners also become more motivated in training and educational programs.

The type, size, and mission of a confinement facility determines the size and scope of the prisoner counseling program. The facility commander may choose counselors from among the personnel assigned to the facility. A counselor’s duties are challenging, varied, and complex. Each counselor maintains a close working relationship with other correctional personnel to facilitate the exchange of ideas and information. Whenever possible, the facility commander selects experienced, mature NCOs with backgrounds in the social sciences. He ensures that soldiers without a corrections background who are assigned as counselors are oriented to the missions, objectives, and operational procedures of the facility before they begin their counseling duties. The main duty of a counselor is assisting prisoners to strengthen their ability to define and solve problems and to formulate and achieve goals. To accomplish this, counselors must understand and be able to apply certain principles and concepts of human behavior and social values. Counselors must—

- Believe in the dignity and worth of an individual.
- Recognize that individuals are different.
- Understand that all behavior has meaning.
- Understand that individuals are the result of the impact of their environment and their total life experience.
- Understand that attitude and behavior are related.
- Understand that there are always reasons or causes for changes in behavior.
- Believe that people have a capacity for change.
- Believe that people have a right to participate in decisions affecting their welfare.
- Understand that judging individuals in terms of right and wrong is not within a counselor’s purview. Counselors must be objective and unbiased.

Counselors must be alert for situations that exceed their capabilities and responsibilities. In such situations, the prisoner is referred for specialized counseling or problem solving. A number of specialists and organizations can provide specialized help in this area. They include the medical officer, the mental hygiene consultation service, the chaplain, the SJA, the finance officer, the adjutant general, and the inspector general.

The correctional staff may have difficulty in identifying problem prisoners when they first enter confinement. It may be some time before the staff can identify problem prisoners. The number of prisoners who can be classified as problem prisoners is usually small. However, it only takes a few problem prisoners to disrupt the entire facility’s operations.

The correctional staff remains alert for escape-minded or dangerous prisoners, or alcoholic, drug-addicted, sexually deviant, suicidal, or otherwise emotionally disturbed prisoners. They must be identified as soon as possible and reported to superiors. The correctional staff processes prisoners who have been convicted of violent crimes as quickly as possible. Staff members must consider these prisoners dangerous, at least
initially. The staff must ensure that these prisoners are not treated as celebrities nor allowed special treatment.

Drug addicts and alcoholics can be dangerous during their withdrawal. If hospitalization is not needed when these prisoners are first confined, they are segregated until the withdrawal period has passed. Prisoners who talk of escape also are segregated and watched closely. Homosexuals, both active and passive, should be segregated from the main prisoner population. The staff also should take special care to separate child molesters from other prisoners. Child molesters generally are despised by other prisoners and can easily become victims of hostility.

Prisoners who are identified as having emotional problems are referred to mental health professionals for evaluation. Correctional staff members do not permit emotionally disturbed prisoners to be ridiculed for acting in a bizarre manner. Ridicule could easily trigger violent behavior by the prisoner. Such prisoners are brought to the attention of superiors, who will report the problem to medical authorities. Prisoners who threaten suicide are believed. Suicide risks usually announce their intentions. And a suicide attempt is never treated lightly. It must be treated as a cry for help. Prisoners who are suicide risks are reported immediately to mental health personnel and segregated for their own protection. While suicidal prisoners are in close confinement, they are observed at least every 15 minutes.

Even prisoners with less noticeable emotional problems can have a disruptive effect on a facility’s operations. For example, a prisoner may deliberately instigate trouble to answer an emotional need. Or a prisoner having an excessive dependency need can cause other prisoners to resent his constant approval-seeking behavior and the preferential treatment that may result.

Continuity is essential to the successful operation of a counseling program. Ideally, the counselor initially assigned to a prisoner continues to work with that prisoner throughout his confinement. When possible, counselors meet with their assigned prisoners at least twice a week. Each counselor must maintain a close relationship with other correctional personnel. A counselor usually makes his first contact with a prisoner within 48 hours of the prisoner’s in-processing. At that time, all necessary records are completed, and a follow-up plan is initiated.

Each counselor attends meetings of the classification, D&A, and clemency boards. He is expected to provide advice concerning the prisoner’s record, conduct, attitude, and progress. He makes recommendations concerning clemency, parole, restoration, custody, and job assignments in each prisoner’s case.

During a counseling session, the counselor focuses on the prisoner’s conduct, attitudes, and goals. He encourages the prisoner to further his education and training. He also helps the prisoner improve his problem-solving techniques. There are a variety of techniques and procedures that can be used in a counseling session. Counselors use and adapt those techniques that best fit their personal styles. General guidelines for setting up and conducting counseling sessions can be found in FM 22-101.

The two general types of records maintained by counselors are a current journal and a worksheet. A case file also is kept on each prisoner. As a minimum, a case file contains records of counseling sessions and additional information, reports, or correspondence. When preparing case files, the counselor must verify the accuracy of all data and evaluate all collected material. Written reports are submitted on an as-needed basis to disciplinary and classification boards and other activities that the facility commander deems appropriate. Copies of the reports are put in the prisoner’s case file.

It is very difficult to evaluate the effectiveness of a counseling program. But high prisoner morale and a lack of
disciplinary problems indicate an effective counseling program. Basically, a counseling program is successful if the prisoners adjust to confinement and, on their release, exhibit more productive and socially responsible behaviors. The final test is a prisoner’s satisfactory adjustment on his return to society, be it military or civilian.
Date: March 12, 1993  Time: 10:30

Prisoner's name (Last): Lewis  (First): David  (M.I.): J.

Reason for Counseling: Wife has Advised Credit Company
Threatening Repossession of Automobile

Action Taken or Referred to:
1. Counselor Called Credit Company
2. Post SJA Notified
3. Army Community Service Center Credit Counselor

Results of Counseling: Post SJA Advises Credit Company will Contact Credit Company To work out Possible Payments

Remarks: Credit Company Not Responsive To Call by Counselor. Vehicle is 1993 280z with high resale value. Company fears Spouse may remove car from state.

Counselor's name: Ruth C. Godfrey

Example of a counselor's work sheet
EMPLOYMENT AND TRAINING PROGRAMS

Employment and training of prisoners are important to the successful operation of a correctional facility. Prisoners can be employed in tasks that benefit the prisoner and meet the needs of the facility. Training activities for prisoners are given priority over work projects. Employment and training activities also help in preventing idleness among prisoners. Employment and training assignments are based on the prisoner’s custody grade.

At the USACA and the USDB, employment and job training programs are the key correctional tools for preparing prisoners to reenter civilian life. These programs provide prisoners with marketable skills while building their self-confidence and teaching them the value of self-discipline. Work and job training opportunities range from unskilled manual labor to highly skilled trades, such as electricians and carpenters.

The facility commander coordinates with local on-post agencies and activities to determine possible employment programs for prisoners. The following areas are considered: vehicle, quartermaster equipment, and radio repairs; installation engineer functions; and installation maintenance. The employment section determines which type of employment is best suited for each prisoner.

Training programs in correctional facilities are designed to retrain prisoners who will return to duty and to prepare prisoners who will be discharged for their return to civilian life. The selection of a prisoner’s course of training is based on the most recent evaluation of the prisoner. Factors that are given special consideration include educational background, aptitude/achievement scores, MOS, prisoner attitudes and interests, and the needs of the Army. The training of a prisoner who is returning to civilian life emphasizes obtaining academic or vocational skills and learning citizen responsibilities. The training of a prisoner who is returning to military duty is directed toward academic skills and selected military subjects.

RECREATION PROGRAMS

Nonduty activities play an important role in the morale and discipline of prisoners. Nonduty activities fill the gaps between work and training activities and take up the idle time that otherwise might be used for undesirable activities. Whenever possible, a program is set up to direct and guide the nonduty activities of the prisoners.

Prisoners are encouraged to develop nonduty time interests. A prisoner’s involvement in nonduty activities indicates that the prisoner is adjusting to confinement. A lack of participation in these activities must be noted and reported to superiors.

Prisoners are encouraged to further their academic and military educations. Prisoners can take part in installation educational programs. They also can take self-study courses offered through Army correspondence course programs. The installation education officer can help in developing this aspect of a prisoner’s nonduty activities. For example, one of the USACA’s goals is to have every prisoner, if they have not already done so, complete their general educational development (GED) requirements.

Prisoners should have access to recreational and reading facilities. Depending on available equipment, the facilities can provide books, magazines, newspapers, games, radios, and television. Movies also can be shown to prisoners on a scheduled basis. The facility commander reviews the reading materials and selects those that are in the best interests of the prisoners. He can also arrange to borrow books on a rotating basis from the post library. Prisoners may also subscribe to newspapers, periodicals, magazines, and
books approved by the facility commander. The prisoners must, however, receive their publications directly from the publishers. Operation of radios and televisions must be closely monitored because they can be a source of discontent among prisoners.

Prisoners’ participation in hobbies of their choice should be allowed to the extent that facilities permit. The pursuit of hobbies can increase the effectiveness of correctional treatment programs. Hobbies help prisoners to reduce the tensions that they may develop under the stress of confinement. Hobbies also can help prisoners develop skills and interests that may lead to a useful vocation.

Athletics are an important form of recreation in a confinement facility. Athletic activities provide a means for venting frustrations. They aid in the physical development and well-being of prisoners. They help prisoners to develop acceptable social attitudes and to adjust to military society. However, caution must be exercised during athletic activities. Sports that involve heavy body contact are prohibited.

Prisoners must be allowed to worship and to participate in other religious activities according to their faith. They are not required, however, to attend religious meetings or services. The chaplain is an important source of special counseling. He can provide religious guidance and emphasize moral, ethical, spiritual, and social values. He also can provide prisoners with materials and publications on religious subjects.

Prisoners are encouraged to write to their families and to other people who are interested in their welfare. This is important to prisoner morale. The right of prisoners to send and receive mail may be limited only by security requirements. Restrictions may not be placed on mail as a disciplinary measure.

Prisoners are briefed during their initial processing on mail procedures and their rights concerning mail. Prisoners also are advised of prohibited mail procedures as well as the procedures used for inspecting their mail. There is no limit on the number of correspondents each prisoner may have except to maintain proper security.

Before sending or receiving mail, a prisoner must authorize the inspection of his mail. He does this by signing the appropriate section of DD Form 499. If a prisoner does not want his mail inspected, it may be retained unopened in his personal property or returned unopened to the sender. A record of all letters mailed and received by each prisoner, including dates, is kept on DD Form 499. For additional information on prisoners’ mail rights, see Chapter 3.

If approved by the facility commander or his representative, prisoners may receive or send telegrams in an emergency. Also, a prisoner may be allowed to make or receive telephone calls at the expense of the caller. These calls are authorized only when other means of communication will not suffice. For information on telephone monitoring procedures, see AR 190-47.

Members of a prisoner’s family, members of his unit, and other people who have the installation commander’s authorization may visit the prisoner. A prisoner may consult with his attorney at any reasonable hour of the day. Although visits by attorneys are supervised, the prisoner-attorney relationship must be respected. The number of visits and the number of visitors are limited only by security needs. Prisoner visits are usually limited to weekends and holidays.

**Clemency, Restoration, and Parole**

Prisoners who respond well to correctional treatment may be rewarded in several ways. The severity of their sentences may be lessened, including a reduction in the length of their sentences. They may be restored to military duty. Or they may be granted greater freedom and more privileges for the remainder of their sentences. These alterations of the original sentences can serve as motivational goals for the prisoners. Such rewards also help maintain the prisoners’ morale, discipline, and welfare.
CLEMENCY

Clemency modifies the severity of a court-martial sentence. Clemency can be achieved through mitigation, suspension, or remission. Mitigation lessens the severity of a sentence. A suspension is the granting of a probationary period, which, if successfully completed, results in a remission. A remission cancels the unexecuted part of a sentence to which the remission applies. The facility commander makes recommendations concerning mitigation, remission, or suspension of each prisoner's sentence. A facility commander's recommendations for clemency are limited to those prisoners who have responded in an outstanding manner to the various correctional programs.

RESTORATION

The Department of the Army can restore to military duty those prisoners who are physically, mentally, and morally qualified to become useful members of the Army. Restoration applies only to those prisoners whose sentences include punitive discharges that have not been suspended. The basic consideration stated for clemency also applies to restoration; however, more careful consideration and greater scrutiny should be given during reviews. At the USACA, a prisoner is considered for restoration at the same time as his mandatory sentence review.

At the IDF's, the installation commander appoints a permanent board of officers. The
board meets at scheduled intervals to review prisoner records, hear recommendations and evaluations, and interview each eligible prisoner. The board must consist of at least three members. The board members are selected from the following duty assignments: installation provost marshal, a commander of troops, a Judge Advocate General Corps officer, an officer from the Mental Hygiene Consultation Service, the facility commander, and the senior corrections NCO.

An inmate serving a sentence to confinement, other than a life sentence, can earn time off the term of his sentence by taking part in selected activities for which Extra Good Time Abatement is authorized. This is a reward for rendering his best service. Only those inmates who demonstrate ability, initiative, and productivity and who meet the eligibility criteria for their assigned duties are recommended for Extra Good Time Abatement.

**PAROLE**

**Installation parole** serves as a transition between the strict supervision of confinement. Installation parolees enjoy the benefits of normal military society while remaining and the normal supervision exercised in a military unit. It provides prisoners with an intermediate objective while pursuing their basic goal of release from confinement, subject to the modified controls of confinement. Installation parole is awarded only to deserving prisoners who have demonstrated a favorable response to correctional treatment.

The facility commander may authorize a **temporary parole** in certain instances. Temporary parole is granted for the same types of circumstances that allow the granting of emergency leave. The commander’s foremost concern in considering a temporary parole is the public’s safety.

A prisoner maybe released on parole from the USDB or the USACA under the supervision of an officer of the Federal Probation Service. The parole of a military prisoner confined in a federal institution is a responsibility of the United States Board of Parole, which is part of the Department of Justice.