



## Assessment of the extent Nigerian correctional service training institutions implemented training programmes on junior correctional officers' operations work duties in the south-east, Nigeria

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### Abstract

The study assessed the extent Nigerian Correctional Service Training Institutions (NCSTIs) implemented training programmes on junior correctional officers' operations work duties in South-east, Nigeria. The study adopted a descriptive survey research design. The population for the study comprised of 2214 Junior Correctional Officers and 281 Nigerian Correctional Service Instructors working in the two correctional institutions in the South-east, Nigeria. A sample size of 1388 respondents which consisted of 1107 Junior Correctional Officers selected from the population using proportionate stratified sampling technique and 281 Correctional Instructors were studied. Two questionnaire; 'Junior Correctional Officers' Rating Questionnaire' (JCORQ) and 'Instructors Rating Questionnaire' (IRQ) were used for data collection. The instruments were subjected to face and content validation by three experts, one from the department of Adult and Continuing Education, another from Measurement and Evaluation and a third validator from the department of Human Kinetics all in the Faculty of Education of Nnamdi Azikiwe University Awka, Anambra State Nigeria. The reliability of the instruments were computed using Cronbach alpha and they yielded coefficients of 0.86 and 0.78 for JCORQ and IRQ respectively which were considered adequate for the study. A total of 1074 and 265 copies of JCORQ and IRQ respectively were successfully completed and retrieved. Mean and standard deviation were used to analyze the data collected to answer research questions while the null hypothesis was tested at 0.05 level of significance. The findings of the study revealed that Nigerian Correctional Service Training Institutions implemented training programmes on Junior Correctional Officers Operations work duties to a high extent. Based on the findings of the study it was recommended among others that Nigerian Correctional Service should focus on improving the working conditions of correctional officers in order to motivate them to perform their duties effectively.

**Keywords:** Assessment, correctional service, training institutions, training programmes, correctional officers, operations, work duties

### Introduction

Operations work duties is one the important duties of correctional officers. This is because effective performance of operations duties ensures that correctional institutions and by extension the nation are secured. The operations unit of the Nigerian Correctional Service NCS is responsible for securing all the correctional institutions against external attacks and internal security breaches such as riots and mass escapes. It is also the duty of the unit to ensure safe movement of inmates to and from courts especially awaiting trial inmates. The unit also provide escort for inmates being taken to hospitals for medical attention and also for inmates on transfer to other custodial centres.

According to Media Nigeria, (2021) <sup>[14]</sup> the Nigerian Correctional Service Operations Directorate has six areas of responsibilities which include;

Ensuring that all custodial centres nationwide are administered according to extant laws and managed in conformity with the United Nations Standard Minimum Rules for the Treatment of Offenders.

1. Ensuring the maintenance of acceptable standard of activities in all custodial centres according to their security categorizations.
2. Ensuring proper control by setting appropriate machinery in motion for effective monitoring of inmates for enhanced security management, thwarting

3. escapes, prevention and containment of riots and generally providing secure environment for staff and inmates in performance of work duties.
4. Collecting statistical data for planning and research for improved service delivery
5. Enlightening the general public on the activities of the service thereby enlisting their cooperation towards the reintegration of discharged inmates into the society.
6. Securing escort duty staff as well as the inmates they convey to and from courts and hospitals and custodial centres.

Effective completion of the above listed duties of the operations unit of the NCS is important in order to secure the custodial centres and its environ against external attacks and also thwart incidences of jailbreaks, escapes and riots thereby creating a secure environment that will enable correctional officers perform their duties effectively. To achieve this, the operations unit of the Nigerian Custodial Service (NCS) need adequate trained staff, infrastructural and improved logistical support. In agreement with this Isah, (2017) <sup>[11]</sup> reported that there was serious infrastructural decay and logistics constraints in the NCS which adversely affected her delivery capacity. The author reported that the NCS only had 268 vehicles in her fleet to cover 1,121 courts scattered in the 774 local government areas of the country.

In fact the leadership of the Nigerian Correctional Service recognized the danger posed by inadequacy of logistics to the achievement of the mandate of the service. Ahmed, (2021) <sup>[2]</sup> stated that logistics was a problem and that the inability of the service to take inmates to courts is a source of tensions in the custodial centres. In addition to insufficient logistics for the transportation of inmates to and from courts, hospitals and custodial centres, inadequate trained officers and working tools has made it difficult if not impossible for the operations unit to provide adequate security in and around correctional facilities in Nigeria.

Custodial Centres in Nigeria have recorded numerous jail breaks and riots in the recent past. As reported by Udegbonam (2021) <sup>[30]</sup>, over 5000 inmates escaped from Nigerian custodial centers in 2021 alone. The author further reported that within the period, there have been 15 incidences of jailbreaks in Nigeria. Inmates of those custodial centres that witness attacks are forcefully released by the attackers with little or no resistance from the Armed Squad Personnel who are supposed to fend off such attacks and keep our custodial centres safe. In agreement with this, Udezulu in Ogbodo and Obidiegwu (2017) <sup>[20]</sup> stated that there was no organized effort by the armed squad personnel and regular correctional officers to contain riots that took place in most of the custodial centres across the country. The author went further to say that inadequate manpower and equipment such as arms and ammunitions, surveillance equipment and lack of commitment to duties by staff are some of the reasons why those jail breaks were not contained.

According to ALJAZEERA, (2021) <sup>[4]</sup>, jail breaks are becoming more frequent in Nigeria and only a fraction of the escapees are recaptured. ALJAZEERA citing reliable media sources reported that since 2017, 4,307 inmates had escaped from various custodial centres in Nigeria. The report further stated that in 2021 alone about 2,000 inmates were illegally freed by attackers from various custodial centres in Nigeria. Furthermore, Nathaniel (2022) <sup>[15]</sup> reported that over 800 inmates escaped from Kuje Medium Security Custodial Centre as a result of jailbreak that took place in the custodial center.

The frequent jail breaks in Nigeria has made it imperative for well trained and better equipped correctional officers to be deployed to various custodial centres in Nigeria. It has also made it important that Nigerian Correctional Service (NCS) should consider a policy shift as it concerns staff training, installation of sophisticated physical security apparatus and other tools that will help improve the capacity of the operations unit of the service to secure custodial centres nationwide. In agreement with this Oyewo (2020) <sup>[28]</sup> maintained that the increasing rate of violent extremist attacks on custodial centres has necessitated the need for a new policy direction in the Nigerian Correctional Service. The author further reported that according to the institute for Economics and Peace five countries including Nigeria, Afghanistan, Pakistan Syria and Iraq contribute 72% of lives lost due to violent extremism.

There is need for Nigerian Correctional Service (NCS) to review her training policy especially as it concerns curriculum and training guideline for correctional training institutions. The training institutions should emphasis intelligence gathering, surveillance, contact tracing and security operational skills. This is imperative in order to enable correctional officers be trained and equipped with

necessary skills that will enable them secure custodial centers nationwide from violent attacks and jailbreaks. This is important because it has been observed that jailbreaks and illegal release of inmates to the society contribute significantly to the worrisome security situation in Nigeria. Most of these escapees take up arms against the state and her innocent citizens, unleashing terror and violence in the process. In agreement with this, Ugbodaga, (2021<sup>[32]</sup>), reported that three ex-convicts were among suspected kidnappers who operated their criminal trades in Jos metropolis of Plateau state.

The South-East (which is the area for this study) has had her bitter experiences as it concerns insecurity in Nigeria. There are abundant evidences in the literature that shows that the South-East has suddenly become a region enmeshed in violent crimes. Ezeobi, (2021) <sup>[10]</sup> maintained that growing security threats and violent crimes in the South-East region of Nigeria gives cause for concern among stake holders in the zone. The author further reported that between January and April 2021, over 17 police stations and 1 custodial centre in the zone have been attacked by gunmen.

Ripples Nigeria (2021) citing Amnesty international reported that no fewer than 136 lives were lost in the first six months of 2021. Bola, (2021) <sup>[8]</sup> reported that Igbo leaders under the aegis of the Igbo conscience (TIC) have lamented the high level of insecurity in the entire South-East region. The author further stated that the South-East region is in a state of helplessness as people are being killed in their numbers each day with wanton bloodletting and atrocious destruction of businesses and means of livelihood. Furthermore, Ojjezel, (2021) <sup>[23]</sup> reported that following spate of crime in the South-East region of Nigeria, there has been calls for a declaration of state of emergency in the South-East region. In addition to this, the author reported that hundreds of inmates were freed when Owerri custodial centre in the South-East was attacked by unknown gunmen. This worrisome state of insecurity and frequent jail breaks and security breaches in custodial centres in the South-East has made it imperative for an investigation into the extent Nigerian correctional service training institutions have adequately trained junior correctional officers on their operations work duties. This is important because such an investigation will reveal training gaps that needs to be met in order to enable junior correctional officers perform their duties effectively and thereby help secure our custodial centres from violent attacks and jail breaks. This will help NCS contribute significantly to the maintenance of national security in Nigeria.

Junior correctional officers form the bulk of the staff strength of the Nigerian Correctional Service. According to the Nigerian Correctional Service (2017) junior correctional officers constitute about 80% of the staff strength of the service. With such high percentage of junior correctional officers in the service, it is factual that if adequate training is provided for them it will go a long way in helping the Nigerian Correctional Service (NCS) achieve their statutory functions of reformation, rehabilitation and reintegration of inmates into the society on their release. This assertion is uncontestable if one bears in mind that junior correctional officers are both foundation and intermediate officers who are saddled with day to day running of the programmes of the custodial centres. From the foregoing it is imperative that junior correctional officers are adequately trained in order to equip them sufficiently for their job performance.

Blum and Naylor as cited in Onah (2003) <sup>[25]</sup> insisted that staff training can result in increased productivity, reduced labour turnover and greater employee satisfaction.

Junior correctional officers perform the core duties of the NCS. Junior correctional officers consist of Sergeant Majors, Sergeants, Corporals, Privates and Inspectors. Junior correctional officers also include men and women officers. Even though the work duties of male and female officers are related, the duties of male officers are broader in nature. Female officers work mainly in the female wing of the custodial centre or in the administrative offices of the service. Male officers on the other hand perform every other duty in the custodial centre except those duties that are related to female inmates.

Junior correctional officers perform various duties. According to the Nigerian Correctional Service (2010) the duties of junior correctional officers include: but not limited to undertaking beat patrol, performing escort duties, performing orderly duties, cleaning correctional centre buildings and surroundings, participating in search duties, participating in weighing of inmates, performing guard duties, escorting inmates to courts, weighing of rations, performing gate duties, making entries in the correctional books and so on. These schedules of duties of junior correctional officers can be grouped under four major areas of correctional work duties. They include security work duties, administration work duties; clerical work duties and operations work duties. Junior correctional officers are trained by correctional instructors before they are deployed to various custodial centres.

Correctional Instructors are correctional officers who are staff of the Correctional Training Institutions. They consist of both academic and nonacademic staff. Correctional Instructors who are academic staff teach the aspects of the training programmes that involve classroom teaching and learning activities. The nonacademic instructors teach the aspects of the training programmes that involve physical activities, human kinetics, practical demonstration of skills and vocal training. Examples of nonacademic learning programmes include un-armed combat, parade drills, juggling, riot control drills, weapon servicing, shooting skills, and firefighting skills among others. These activities are practical in nature and are taught through demonstration and field operations. Correctional Instructors are responsible for the delivery of the course contents. They are also saddled with the responsibility of ensuring that the course objectives are met. They conduct examinations at the end of every training programme for the purpose of assessing the performance of the course participants. Such assessment is also used for grading the officers. Correctional instructors are trained both in their areas of specialization and on the general and specific objectives of the training programmes. As instructors who are saddled with the responsibility of implementing training programmes of the NCSTIs, they are in a vintage position to form an expert opinion on the extent NCSTIs implement training programmes for junior correctional officers.

From the fore-going it is abundantly clear that junior correctional officers are indispensable for the achievement of the mandate of the Nigerian Correctional Service (NCS). It is therefore imperative that the NCS develop appropriate staff training and manpower development policy in order to equip them with the necessary skills and competencies to tackle the challenging task of positioning the NCS as a true reformatory institution. Training and manpower

development is indispensable in ensuring that an organization maintains a productive workforce.

Torpey as cited in Laxmikanth (2006) <sup>[12]</sup> defined training as an action process by which capabilities of the personnel can be improved to meet the organizational needs in terms of knowledge, skill and abilities required for performing organizational tasks and functions within relatively short period of time through training. The author further explained that training is the process of developing skills, habits, knowledge and attributes in employees in their present positions as well as preparing them for future position. Invancevich as cited in Ogbodo and Obidiegwu (2017) <sup>[20]</sup> maintained that training helps employees do their work better while development prepares individuals for the future.

Following the above narratives, one may be tempted to ask, can training and development be seen as the same thing? There has been a sort of disagreement among authors on whether training and development can be used interchangeably or exclusively. Egbo and Okeke (2009) <sup>[9]</sup> was of the view that the two terms are not mutually exclusive, however the authors suggested a difference in emphasis; they differ according to the target audience or population as well as the objectives. Olowu and Adamoleku (2002) <sup>[24]</sup> maintained that staff development encompasses training and education of staff as well as the overall career development of each staff. Some authors argue that training and development should be treated as terms independent of each other even though they complement each other.

Steinnetz as cited in Egbo and Okeke (2009) <sup>[9]</sup> sees training as a short term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skill for a specific purpose. For the authors training is for the non-managerial staff while development is for managerial staff. Ahamad (2017) <sup>[1]</sup> sees training and development as one and the same thing. The author asserted that training and development is concerned with organizational activities aimed at bettering the performance of individuals and groups in organizational setting.

As the debate goes on and on, the definition of staff training and development by Torpey as cited in Laxmikanth (2006) <sup>[12]</sup> will be adopted in this study. Torpey in Laxmikanth, (2006) <sup>[12]</sup> defined training as an action process by which capabilities of the personnel can be improved to meet the organizational needs in terms of knowledge, skills, and abilities required in performing organizational tasks and functions within relatively short period of time. The author further stated that it is the process of developing skills, habits, knowledge and attributes in employees in their present positions as well as preparing them for future positions.

The reason for adopting this definition for this study is obvious. The definition sees staff training and development as overlapping in nature. It shows that it is not easy if not impossible for one to rightly locate where staff training stops and staff development starts in Human Resource Management (HRM). Development can broadly be seen as the nature and direction of change induced in the staff as a result of training and education. Training on the other hand is a learning process that enables staff to be equipped with the necessary skills, attitudes and competencies that are needed for them to successfully complete the task expected of them in their work place. In agreement with this Getsmarter (2021) states that employee training involves

programmes that enable employees to learn precise skills or gain knowledge to improve job performance. The author also sees staff development as a process whereby managers work together with staff to create a staff development plan.

It is imperative that Nigerian Correctional Service (NCS) develop robust staff training and development policy that will help equip junior correctional officers with necessary skills that will enable them perform their present job effectively and also prepare them for future tasks as they grow in the job. The NCS desire to meet the training needs of correctional officers led to the review of Nigerian Correctional Service Training Institutions (NCSTIs) Curriculum in 2010. The enhanced curriculum was designed to ensure professionalism and also reposition the officers as reformers. Before the introduction of the new curriculum, there have been calls for the review of the former curriculum as it had become obsolete. For instance, Udezulu as cited in Obidiegwu and Ogbodo (2017)<sup>[20]</sup> reported that intellectual and tactical training were lacking in the old curriculum. The author further stated that the old curriculum was archaic and unrealistic in instilling the necessary skills, knowledge and competencies required of correctional officers.

Despite the fact that a new curriculum has been introduced for use in the Nigerian Correctional Service Training Institutions, there are other challenges that may jeopardize the efforts of the institutions in providing adequate training for correctional officers. This challenges includes but not limited to poor funding, dilapidated structures and inadequate trained instructors. While supporting the call for correctional reform in Nigeria Aliyu in Ogbodo and Obidiegwu (2017)<sup>[20]</sup> maintained that no meaningful reform can be achieved in the NCS without first of all addressing the deplorable condition of Nigerian Correctional Training Institutions.

Furthermore, Anugwa (2012)<sup>[7]</sup> reported that the condition of the NCSTIs is very pathetic as most of the facilities in the institutions date back to the 1960s and have out lived their depreciable value. Deplorable conditions of the NCSTIs is not unknown to correctional authorities in Nigeria, one time controller general of corrections Mr. Olusola Ogundipe once stated:

‘I know that the training component of our manpower development strategy is nothing to write home about. In fact, it is possible to regard our declining service delivery capacity as one major consequence of the sorry state of our training programme. I wish to inform you that a committee will soon be put in place to review not only our training curriculum and staffing mechanism but also to propose a comprehensive programme of welfare’..... (Ogundipe, 2005:25)<sup>[21]</sup>.

From the foregoing, it will not be out of place for one to doubt the ability of NCSTIs to adequately implement training programmes for correctional officers going by myriads of challenges the institutions face. To drive this point home, Amalu (2009)<sup>[6]</sup> maintained that while Nigerian Correctional Service (NCS) has training institutions, the ability of these training institutions to offer qualitative training for correctional officers is in doubt as a result of their deplorable conditions. Based on the narratives so far, it is imperative to investigate the extent NCSTIs have implemented training programmes for junior correctional officers’ self-development. This is very important as it will help to find out areas that need improvement in the training

and development policy of the Nigerian Correctional Service for better service delivery.

### **Purpose of the Study**

The purpose of the study was to assess the extent Nigerian Correctional Service Training Institutions (NCSTIs) implemented training programmes for junior correctional officers’ Operations Work Duties in the South-east Nigeria.

### **Research Question**

To what extent did NCSTIs implement training programmes on junior correctional officers’ operations work duties?

### **Hypothesis**

Junior Correctional Officers and Correctional Instructors will not differ significantly in their mean scores on the extent NCSTIs implemented training programmes on Junior Correctional Officers’ operation work duties.

### **Materials and Methods**

The study adopted descriptive survey design. The population of the study was made up of 2495 respondents. This includes 2214 junior correctional officers and 281 instructors working in the two correctional institutions in the South-east Nigeria as at the time of this study. The sample consisted of 1388 respondents consisting of 1107 junior correctional officers and 281 correctional instructors. Proportionate stratified sampling technique was used to obtain the sample of junior correctional officers while all the 281 correctional officers were studied. There was no sampling for correctional instructors since the number is manageable; hence the whole population of Correctional Instructors was studied. Two instruments titled “Junior Correctional Officers Rating Questionnaire” (JPORQ) and “Instructors Rating Questionnaire” (IRQ) were used for data collection. The instruments were subjected to face and content validation by three experts, one from Adult and Continuing Education, one from Department of Human Kinetics and the third validator from measurement and evaluation all in the Faculty of Education, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria. The comments and corrections of the validators formed the basis for the final construction of the instrument by the researchers. The reliability of the instruments was ascertained using Cronbach Alpha. The overall reliability of the instruments were 0.86 and 0.78 for JPORQ and IRQ respectively. These reliability coefficient figures were considered adequate for the study. A total of 1074 and 265 copies of JCORQ and IRQ respectively were successfully completed and retrieved. The researcher used descriptive and inferential statistics for the data analysis. Mean statistics and standard deviation were used to analyze data related to the research question while t-test was used to test the null hypothesis at 0.05 level of significance. Decision rule was based on 4-point numerical values on the response modes assigned: Very High Extent (VHE) – 4 points, High Extent (HE) – 3 points, Low Extent (LE) – 2 points, Very Low Extent (VLE) – 1 point. A criterion mean score of 2.5 was adopted. This implies that any item that has a mean score of 2.5 and above was interpreted as high extent of implementation while items with mean score of less than 2.5 was interpreted as low extent of implementation.

### **Results**

**Research Question 1:** To what extent did NCSTIs implement training programme on junior correctional officers’ operations work duties?

**Table 1:** Mean Rating of Respondents on the Implementation of Training Programmes on Junior Correctional Officers’ Operation Work Duties

S/N	Items on Implementation of Training Programmes for operation work duties of Junior Correctional Officers	Junior Correctional Officers (N-1074) $\bar{x}$	Correctional Instructors (N-265) $\bar{x}$	Total Mean	Average	Remark
1	Performing escort duties.	3.10	3.44	6.54	3.27	HE
2	Performing effective patrol duty.	3.09	3.35	6.44	3.22	HE
3	Performing effective guard duties.	2.99	3.32	6.31	3.15	HE
4	Performing surveillance duties.	2.84	2.89	5.73	2.86	HE
5	Handling of weapons.	2.70	3.55	6.25	3.12	HE
6	Rules guiding, the use of firearms.	2.48	3.57	6.05	3.02	HE
7	Servicing of weapons.	2.53	3.49	6.02	3.01	HE
8	Armory duties.	2.58	3.51	6.09	3.04	HE
9	Unarmed combats.	2.73	3.46	6.19	3.09	HE
10	How to be alert on duty post.	2.83	3.33	6.16	3.08	HE
11	Parade drills.	2.80	3.49	6.29	3.14	HE
12	Effective physical fitness practices.	2.60	3.30	5.90	2.95	HE
13	Security agency relations.	2.61	3.14	5.75	2.87	HE
14	How to counter terrorist attack.	2.49	3.15	6.64	2.82	HE
15	Sabotage of national and internal security.	2.53	3.07	5.60	2.80	HE
16	Sources of threats to national security.	2.31	2.99	5.30	2.65	HE
Grand Total Mean & Average				96.26	3.00	HE

Table 1 reveals that the respondents rated implementation of all the items on operation work duties of junior Correctional Officers high. The items have average mean ratings ranging from 2.65 to 3.27 which indicate that respondents rated the implementation of training programmes by NCSTIS on these items highly. The table also has an overall average mean value of 3.00 which shows that respondents agreed that NCSTIS implemented training programmes that border

on junior Correctional Officers’ operations work duties to a high extent.

**Hypothesis 1**

Junior Correctional Officers and Correctional Instructors will not differ significantly in their mean scores on the extent NCSTIs implemented training programmes on junior Correctional Officers’ operations work duties.

**Table 2:** t-test comparison of Mean Ratings of Junior Correctional Officers and Correctional Instructors on the Extent NCSTIs Implemented Training Programmes on Junior Correctional Officers’ Correctional Operations Work Duties

Variables	No	$\bar{x}$	SD	Df	t-cal	t-crit	P. value	Decision
Junior Correctional Officers	1074	2.70	0.56	1337	15.75	1.64	0.000	Significant
Correctional Instructors	265	3.32	0.56					

Table 2 shows that the calculated t-score is 15.75 and the table value of t- is 1.64 at 0.05 level of significance. Furthermore, the table shows that the P-value is 0.000 which is less than 0.05. The null hypothesis is therefore rejected. The result in Table 8 shows that junior Correctional Officers and correctional instructors differ significantly in their mean ratings on the extent NCSTIs implemented training programmes on junior Correctional Officers’ correctional operations work duties.

**Discussion**

Result of analysis of data in table 4 revealed that NCSTIs implemented training programmes on junior correctional officers’ operations work duty to a high extent. The finding is in contrast with Obidiegwu and Ogbodo (2017) [20] who reported that Nigerian Correctional Service did not adequately implement training programmes on Inspectors of Corrections’ operations work duties in Anambra State. The disagreement reported in the findings of Obidiegwu and Ogbodo (2017) [20] and the present study may be as a result of the differences in the population samples and the area where the two studies were carried out.

However, the result of this study as it concerns low implementation of training programmes on junior correctional officers’ operational work duties is in agreement with Ogundipe (2005) [22] who pointed out that

implementation of training programmes on operation duties in the Nigerian Correctional Service was low. In line with this, Udezulu (2005) [31] also reported that intellectual and tactical training are lacking in the curriculum of the Nigerian Correctional Service Training Institutions. The author went further to state that there was no adequate facilities that may promote adequate training of correctional officers.

As earlier reported, inadequate facilities, inadequate funding and low percentage of well trained staff are some of the impediments to effective implementation of training programmes in the Nigerian Correctional Service Training Institution. Onyekachi (2016) [26] reported that lack of facilities and inadequate funding are some of the challenges facing correctional training institutions in Nigeria. This study contends that the Nigerian Correctional Service has it as a responsibility to ensure that the training institutions are provided with State of the art facilities in addition to adequate funding and qualified instructors in order to enable them discharge their responsibilities effectively.

**Conclusion**

From the foregoing, it is evident that there has been a general improvement in the area of staff training and development in the Nigerian Correctional Service. This assertion is confirmed by the results of this study which

showed that Nigerian Correctional Service Instructors adequately implemented training programmes on junior correctional officers work duties. Despite the fact that the training institutions of the service is doing well in implementing training programmes for correctional officers, this study contends that the institutions can deliver better results if Nigerian Correctional Service tackle the issues of dilapidated facilities and poor funding of the training institutions which were widely reported in the literature. This study advocates that correctional authorities in Nigeria must look beyond staff training and development in order to tackle the reported under performance of her officers in their work duties. Other areas of employee work needs such as regular payment of entitlements, promotions, provision of adequate working tools, better accommodation, among others should be taken care of in other to improve staff morale and productivity.

### Recommendations

Based on the findings of the study, it was recommended that:

1. Correctional Instructors should be placed on a special salary scale in order to motivate them to put in their best in the implementation of the training programmes of the Nigerian Correctional Service.
2. It is important that the training institutions be provided with adequate and functional facilities that will promote conducive teaching and learning environment.
3. The authorities of the Nigerian Correctional Service should put a stop to the current practice of transferring staff to training institutions for punishment purposes. Only qualified and intelligible officers should be posted to correctional training institutions.
4. The Nigerian Correctional Service should ensure that the curriculum of the training institutions should be regularly reviewed in order to keep the officers abreast of current trends in modern correctional practices.
5. Refresher courses should be introduced in various custodial centres to enable trained officers re-enforce what they learnt in the training schools.

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