

# APCA Vellore Correctional Journal

ACADEMY OF PRISONS & CORRECTIONAL ADMINISTRATION

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## SPECIAL EVENTS

### 109th Meeting of the Board of Management of APCA

At the outset, Sri. B. Pradeep, Director, APCA, welcomed the members of the Board. Dr. Mahaswar Dayal, IPS, Director General of Prisons and Correctional Services, Tamil Nadu and Chairperson of APCA, then presided over the meeting and warmly greeted the members. Attendees at the meeting held online included, Smt. Malini Krishnamoorthy, IPS, Director General of Prisons & Correctional Services, Karnataka; Sri. Kumar Vishwajeet, IPS, Director General of Prisons & Correctional Services, Andhra Pradesh; Sri. Gopesh Agarwal, IPS, The Inspector General/Director(R&CA), BPR&D, Ministry of Home Affairs, New Delhi. The meeting concluded with a vote of thanks delivered by the Chairperson of the Board of Management, APCA.

## DIRECTOR'S DESK



**Shri. B. Pradeep,**  
Director, APCA, Vellore.

### Empowering Reformers: The Role of Training in transforming Prisons and Correctional Services

#### Introduction:

In the realm of Prison and Correctional Administration, the cornerstone of any effective reformative process is the proper training of officers entrusted with the challenging task of guiding offenders back to a life of lawfulness and dignity. Prison and Correctional officers are not mere custodians of inmates; they are reformers, mentors and social engineers. Their conduct, attitude and competence significantly impact the rehabilitative potential of correctional institutions.

#### Why Training Matters in Correctional Services:

The Importance of training in Prison and Correctional Services cannot be overstated.

Officers need to be equipped not only with the skills of supervision and control but also with the humane qualities of patience, empathy, communication and psychological insight. This become especially vital when dealing with individuals who are often difficult, traumatized or resistant to change.

It is imperative that Prison Personnel are sensitized to deal with inmates in a decent and humane manner, upholding the values of human dignity and justice. Training fasters a Professional ethos that encourages reform rather than repression.

As Roy J.G (1989) aptly observed "Training of Prison Personnel is of Paramount importance in a system of scientific prison administration in modern times". He emphasized the role of training in the re-education, retention and rebuilding of the Prisoner's Personality – the very goal of correctional services. Similarly Dr. Saritha Sarangi (2000) underlined the need for specialized training as a crucial element in Modern Prison Management.

#### Global Standards and Human Rights:

The International community also recognizes the centrality of training. The United Nations has consistently stressed that the proper selection and training of Prison Personnel is a pre-condition for the humane implementation of Prison laws and for ensuring the observance of minimum human rights standards in custodial settings. The United Nations also recognized the fact that proper selection and training of Prison Personnel is a pre-condition for proper implementation of prison laws and to ensure the minimum human rights norms to the prisoners.

The United Nations Standard Minimum Rules for the Treatment of prisoners, also known as the Nelson Mandela Rules (2015), devote considerable attention to the professional development of prison staff. These rules highlight that training is essential for the fair and humane treatment of prisoners and that correctional officers must be sensitized to the rights, vulnerabilities and potential for transformation among the incarcerated.



## APCA: A Pillar of Correctional Training in India

In this context, the Academy of Prisons and Correctional Administration (APCA), Vellore occupies a place of pride in the Indian Correctional landscape. Established in 1979 as a joint venture of five southern states – Andhra Pradesh, Karnataka, Kerala, Tamil Nadu and Telangana - APCA has been instrumental in shaping generations of Correctional Officers.

Trainee officers not only from these Southern States but from across the country undergo training at APCA. The academy follows the Basic Course Training manual for Prison officers - 2017 and consistently updates its curricula to align with emerging correctional philosophies, legal frameworks, and best practices.

APCA is more than just a training institution - it is a crucible where raw recruits are moulded into enlightened officers capable of executing one of the most challenging mandates in the criminal justice system - The reformation, rehabilitation and reintegration of Prison inmates into mainstream society.

As the current Director of APCA and also an alumnus of the Academy, I take immense pride in having undergone my basic training here in 1989. Besides the training at APCA, I have attended various short-term training courses at premier training institutions across the country. An official visit to the Srilankan Prison system also shaped my vision of correctional services as humane, progressive and reformatory profession.

### Support from the participating states and MHA:

The interest shown by the chairperson and members of the Board of APCA, as well as the Ministry of Home Affairs, in granting share amount and financial assistance to the functioning of APCA is noteworthy. The Ministry of Home Affairs has extended financial support for the up gradation of

infrastructure and training facilities acknowledging the Academy's Pivotal role in developing a more sensitive and effective correctional workforce.

### Conclusion:

In Conclusion, Correctional officers are the human face of justice within prison walls. Their ability to influence, inspire and transform lives rest squarely on the quality of training they receive. Institutions like APCA are therefore not just training centres; they are temples of transformation.

As we continue to strengthen APCA and invest in our officers, we also invest in the ideals of justice, dignity and hope – ensuring that every offender has a fair chance at reform and meaningful reintegration into society.

## ARTICLE ON PRISON AND CORRECTIONAL ADMINISTRATION

### Good Governance in Prisons: Change, Resistance and Resilience

*Prof. (Dr.) A. Mathan Raj  
Professor in Criminology*

Inside the quiet walls of our prisons lies a reflection of our society's true character. As India grows economically and socially, our prisons and correctional institutions must also grow, not just in their structure, but in their thinking and purpose. Change is not a choice; it is both necessary and inevitable. One of the most important aspects of prison service is how the public sees it. A key lesson for anyone involved in prison management is that they do not work in isolation. The decisions they make and how they manage prisons are of interest to many people beyond the prison walls. The media, for example, often focuses on prisons because they are always looking for stories. It's commonly said that good news doesn't sell newspapers, so the media usually highlights events like escapes, riots, or serious incidents. To most people, prisons are closed and unknown places. This secrecy makes the public even more curious. From the media's point of view, prisons are useful for feeding this public fascination.



This relationship between public curiosity and media coverage can have major consequences. For instance, a prison officer may dedicate an entire career to the effective and efficient management of prisons with little public recognition, perhaps earning only a few brief mentions in the press. However, a single high-profile incident such as a major escape can suddenly thrust that officer into the national spotlight and become the one thing people remember about him.

Sometimes, when newspapers or other media talk about prison conditions whether in a good or bad way the way the story is told depends on who is reading or watching. Some reports may describe prisons as 'holiday camps,' saying that prisoners live more comfortably than people who follow the law and even enjoy luxuries. Others may go to the opposite extreme and compare prisons to 'concentration camps,' claiming that prisoners are treated harshly and denied basic human rights. On one hand, these kinds of reports might seem unimportant or exaggerated. But on the other hand, they matter a lot because the public often forms their opinions about how prisons are run based on what they read in the news, hear on the radio, or see on TV.

The criminal justice process begins when a crime is committed and continues through investigation, arrest of a suspect, court proceedings, a decision of guilt, and finally, sentencing. In this process, prison is usually the final step. Once someone is sent to prison, most people in the public lose interest in what happens to him next. People only start paying attention to prisons when something goes wrong, like a riot or an escape.

Because of this, the public often judges how well a prison is run based on whether there are any problems. If there are no escapes or riots, people think the prison is being managed successfully. This puts pressure on top management and senior officers, as they are answerable to the government.

The government is run by elected members who care about public opinion. For all these reasons, prison staff must be aware that their work can easily become a matter of public interest. The way prisons are managed is linked to larger public policies, and prison management is often seen as a reflection of the quality and standards expected in government services.

In India today, imprisonment is the most preferred punishment by the courts. Because of this, it is very important that the way prisons are run is open to public observation and is managed with high levels of transparency and accountability. The prison system is also likely to reflect the general style of management found in the rest of the country. If people in society do not care much about good governance, then it is unlikely that good governance will be a priority in prisons either. In today's changing scenario, people are becoming increasingly aware of their rights and are more vigilant about how government departments function. With the rise of social media platforms, easy access to communication tools, and the active involvement of civil society, there is a growing demand for transparency and accountability. As a result, good governance has emerged as a key priority in our country.

Good governance means managing public institutions with transparency, accountability, fairness, and efficiency. It ensures that government services meet the needs of the people while respecting their rights and dignity. In the context of prisons, good governance is especially important because it helps maintain safety, fairness, and humane treatment of inmates. When prisons are well-governed, they can focus not only on security but also on rehabilitation and reintegration of prisoners into society. This builds public trust and supports the overall goal of justice and social harmony. We can see examples of these influences in countries like England and the Netherlands. In these countries, government departments including



prisons have moved towards a style called 'Results-Based Management (RBM)'. This approach means that prison work is not done in a routine or mechanical way, but is expected to bring real, measurable changes like better behaviour from staff, efforts to reduce re-offending, and more involvement and willingness to change. These countries have also added systems to make the performance of prison services more transparent, just like in other government departments.

The Indian prison system is currently undergoing a gradual yet definitive transformation towards good governance. Whether it is the digitization of records, the use of advanced technology for prison management, Crime and Criminal Tracking Network and Systems (CCTNS), 24/7 CCTV surveillance, Video Mulakat, AI-enabled facial recognition, motion detection, skill development activities, biometric attendance systems, digital literacy programs, telemedicine services for inmate healthcare, e-court facilities or the Prison Management Information System (PMIS), these initiatives point to a broader goal: humanizing our prisons through transparency, accountability, and modernization while ensuring safety and discipline. Therefore, in a changing social order, we must recognize that we are not excluded from this wave of change; we are part of it. We must prepare ourselves to understand, accept, and actively contribute to this transformation.

Across the country, prison officers and staff stand quietly as guardians of justice. Their job is not only to keep order but also to help bring positive change to both staff and prisoners. However, managing change in a system that is traditional, overcrowded, and often short on resources is very difficult. It requires vision, understanding, discipline, and strong dedication to serving the public. As prison officers, we need to realize that change starts with us. People usually resist change at first because no one likes to leave their comfort zone. People don't want their daily routine to be disturbed or to adjust to new ways of doing things. It is human nature to avoid hard work and changing attitudes.

In change management, the first step is to understand the kind of change we are dealing with. There are two types: adaptive and transformational. Adaptive changes are small, gradual improvements, like renovating barracks or cells, installations of fans, introducing yoga and meditation, organising awareness camps. Transformational changes are bigger, such as introducing new ways of working, fresh ideas from top leaders, policy changes, mindset change or changes from the ground up that match modern prison management principles. Each type of change comes with its own challenges.

Change does not fail because it is bad; it fails when people feel left out. Therefore, we must prepare our staff, inform, include them in planning and decision making, build trust in them, and adjust our operations to fit these changes. To put in simple terms, we must involve our staff in the process, then they stop resisting and start supporting the change. Resistance becomes resilience.

As we move ahead, let's not ask if change is possible. Instead, let's ask what kind of legacy we want to leave behind in our prisons. Remember, the future of correctional administration in India is not only about running prisons well, it is about shaping lives. And this responsibility is ours.

#### **COURSES AND PROGRAMMES CONDUCTED DURING JANUARY – MARCH 2025**

##### **Best Physique Competition**

A Best Physique Competition, sponsored by the Director, APCA, was conducted as part of the farewell function for the 44th Batch 3-month In-service course and the 6th Batch of the 3-month Basic course for psychologist on 08.01.2025. This competition was conducted for all prison officers. A total of eight officers participated in the competition.

Sri. Sabri Selvam, Assistant Jailor from Tamil Nadu (32nd Batch for Nine-Month Basic Training course) was selected as the winner of the competition. Sri. Umesh, U and Sri. Jibin Jos T.G. from Kerala (31st



Batch for Nine-Month Basic Training Course) were selected as the Second and Third runners – up, respectively.



Sri. B. Pradeep, Director, APCA, Vellore who was the chief guest of the function, gave away the prizes to the winners and all participants. Dr. B. Bindu, Director of Physical Education and Dr. Anitha Alice, NCC officer and Asst. Professor of Commerce, Auxilium College, Vellore, served as the Judges for the competition.



Sri. B. Pradeep, Director, APCA, Vellore; Sri. M.R. Bhaskar; Deputy Director; External Judges; Professors; AO ; Instructor and the Participated officers are seen in the picture.

Convocation of the 44th Batch of the Three-Month In-service Training Course for Prison Officers and the 6th Batch of the Three –Month Basic Course for Psychologist was held on 10.01.2025 at APCA.

Sri. B. Pradeep, Director, APCA, Vellore, was the chief guest and delivered the convocation address during the programme. Prof. (Dr.) Beulah Emmanuel, APCA, gave the welcome speech, and Sri. M.R. Bhaskar, Deputy Director, APCA, delivered Presidential Address and Prof. R. Kanagaraj, APCA, proposed the formal vote of thanks.

A total of 19 officers underwent training in the 44th Batch of the three-Month in-service training course for prison officers: one Superintendent from Meghalaya; one Jailor each from Karnataka and Mizoram; three Deputy Jailors from Telangana; five Assistant Superintendent Grade-II from Kerala, two Assistant Jailors from Mizoram, three from Tamil Nadu and three from Karnataka. One Psychologist from Tamil Nadu completed training in the 6th Batch of the Three-Month Basic Course for Psychologist.



Sri. B. Pradeep, Director, APCA, presented the Best All Rounder medal and certificate to Sri. Wankitbok Nongbri, Superintendent, Meghalaya. Sri. M.R. Bhaskar, Deputy Director, Professors and AO, APCA, Vellore are seen in the picture.

The Training of the 33rd Batch of the Nine-Month Basic Training Course for the Prison Officers Commenced on 20.01.2025. A total of 11 officers (one female officer and ten male officers) from the ranks of Asst. Superintendent; Asst. Jailors from the state of Karnataka, Kerala and Tamil Nadu reported for the course.



Similarly the Training of the 45th Batch of the Three-Month In-Service Training Course for Prison Officers promoted from the guarding cadre Commenced on 20.01.2025. Out of the total 17 officers (including four female officers and thirteen male officers) from the rank of Jailor and Asst. Jailor from Karnataka; Deputy Jailor from Andhra Pradesh and Asst. Superintendent Grade-II from Kerala have reported for the course.

## CONVOCATION OF THE 31ST BATCH OF THE NINE-MONTH BASIC TRAINING COURSE FOR PRISON OFFICERS

The convocation of the 31st Batch of the Nine-Month basic training course for prison officers was held on 10.02.2025 at APCA. Dr. J. Annie Kamala Florence, Principal, Voorhees College, Vellore, was the chief guest and delivered the convocation address during the program. Sri. M.R. Bhaskar, Deputy Director, APCA, gave the welcome speech, and Sri. B. Pradeep, Director, APCA, delivered the Presidential Address. The course report was presented by Prof. Dr. T.H. Ansar, Training in-charge, APCA and Prof. Dr. Beulah Emmanuel, APCA, proposed a formal vote of thanks.

A total of 17 Assistant Superintendents – Grade-I, prison officers from Kerala, underwent training in this batch.



Dr. J. Annie Kamala Florence, Principal, Voorhees College, Vellore, presented the Best All Rounder medal and certificate to Sri. Arunganesh V, Asst. Superintendent Grade-I, Kerala. Sri. B. Pradeep, Director, APCA; Sri. M.R. Bhaskar, Deputy Director and Professors, are seen in the photo.

Sri. Arunganesh,V , Asst. Superintendent Grade-I, Kerala, secured the Best All Rounder Medal; and received the Best in Subjects Medal; Sri. Abhilash

M., Asst. Superintendent Grade-I, Kerala, received the Best in Outdoor Medal; Sri. Arun Vijayan, Asst. Superintendent Grade-I, Kerala received the Best in Prison and Correctional Administration Medal and Sri. Ajomon K. John, Asst Superintendent Grade-I, Kerala, received the Special Appreciation Award.

## STUDY TOUR OF THE 32ND BATCH OF THE NINE-MONTH BASIC TRAINING COURSE FOR PRISON OFFICERS



Shri. Rajeev Kumar Sharma, IPS, DG, BPR&D; Shri. Ravi Joseph Lokku, IPS, ADGP, BPR&D; Dr. Nair, IPS, Former DIG, Civil Defence, GOI and Prof. Dr. Beulah Emmanuel with the trainee officers of the 32nd Batch of the Nine-Month Basic Training course for prison officers during their visit to BPR&D, Delhi.

The trainee officers of the 32nd Batch of the nine-month Basic Training Course for Prison Officers had a 15- day study tour scheduled from 11.02.2025 to 26.02.2025. The team visited Central jails, District jails, and Open jails in Agra, Amritsar, Pathankot, Dharamshala, Shimla, Chandigarh, Hyderabad, Vishakhapatnam and Vijayawada under the leadership of Prof. (Dr.) Beulah Emmanuel, APCA, Vellore. The team also visited BPR&D, New Delhi.

## FIRING EXAM FOR THE 32ND BATCH OF THE NINE-MONTH BASIC COURSE FOR PRISON OFFICERS AND THE 45TH BATCH OF THE THREE MONTH IN-SERVICE COURSE FOR PRISON OFFICERS



Sri. B.Pradeep, Director, APCA, Vellore visited during the firing examination of the 32nd batch of the Nine-Month Basic Training course for prison officers. Prof. R. Kanagaraj, Outdoor Incharge; MI and outdoor Instructor at APCA, Vellore, are seen in the picture.





Sri. B.Pradeep, Director, APCA, Vellore visited during the firing examination of the 45th batch of the Three-Month In-service Training course for prison officers. Prof. R. Kanagaraj, Outdoor Incharge; MI and outdoor Instructor at APCA, Vellore, are seen in the picture

The firing examination of the 32nd batch of the Nine-Month Basic Training Course for Prison Officers was conducted on 06.03.2025. As many as 42 prison officers from Kerala, Telangana, Karnataka, and Tamil Nadu, successfully completed the shooting exam under the supervision of Sri. B. Pradeep, Director, APCA, Vellore; Prof. R. Kanagaraj, Outdoor Incharge; Sri. Devendiran, PT Instructor; and Sri. SundaraPandian, Outdoor Instructor, APCA, Vellore.

Similarly, the firing examination of the 45th batch of the three-month in-service training course for prison officers was conducted on 06.03.2025. As many as 17 prison officers from Kerala,

Telangana and Karnataka successfully completed the shooting examination under the supervision of Sri. B. Pradeep, Director, APCA, Vellore; Prof. R. Kanagaraj, Outdoor Incharge; Sri. Devendiran, PT Instructor; and Sri. SundaraPandian, Outdoor Instructor, APCA, Vellore.

## STUDY TOUR OF THE 45TH BATCH OF THE THREE-MONTH IN-SERVICE COURSE TRAINEE OFFICERS



Sri. Ramachandran, Suptd; other senior jail officers and Prof. Dr. A. Mathan Raj with Trainee officers of the 45th Batch In-service course , APCA, Vellore during their visit to CP, Cherlapalli.

The 45th Batch of the Three-Month In-service Training Course for Prison Officers had a 7- day study tour from 18.03.2025 to 24.03.2025. The team visited Central jails, District jails, and Open jails in Hyderabad, Anantapuram, Salem, Coimbatore, Ooty and Poducherry, Prof. (Dr.) A. Mathan Raj, APCA, lead the team.

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