



## Assessment of the implementation of training programmes on junior correctional officers' security work duties in South-East, Nigeria

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### Abstract

The study assessed the extent of implementation of training programmes on junior correctional officer's security work duties by the Nigerian Correctional Service Training Institutions in the South-East of Nigeria. Descriptive Survey research design was adopted for the study. The population for the study comprised of 2214 junior correctional officers and 281 Correctional Instructors giving a total population size of 2495. The sample for the study consisted of 1107 junior correctional officers selected through proportionate stratified sampling technique and 281 Correctional Instructors giving a total sample of 1388. Self-structured questionnaires titled 'Junior Correctional Officers Rating Questionnaire' and 'Instructors Rating Questionnaire' were used for data collection. Three experts, one from the Department of Adult and Continuing Education, one from Measurement and Evaluation and the third validator from Department of Human Kinetics all in the Faculty of Education, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria. The reliability of the instruments were established using Cronbach Alpha. The overall reliability coefficient of 0.86 and 0.78 were obtained for JCORQ and IRQ respectively. The data collected for the study was analyzed using means and standard deviation to answer research question and t-test for testing the null hypotheses. The findings of the study show that there was high extent of implementation of training programmes on junior correctional officer's security work duties in the South-east, Nigeria. Based on the findings it was recommended among other things that the Nigerian Correctional Service should meet other work needs of junior correctional officers such as effective working tools, better work environments, regular promotion and other employee motivational strategies for effective performance of their work duties.

**Keywords:** Assessment, implementation, training programme, correctional officers, security work, duties

### Introduction

Junior Correctional Officers are saddled with responsibilities of performing the core security duties of the Nigerian Correctional Service (NCS). They perform those duties that are necessary for the smooth administration of custodial centers. It is therefore imperative that junior correctional officers are well trained and equipped with the necessary skills; knowledge and competencies that will enable them contribute to the maintenance of national Security by performing their security duties creditably. The term security has emerged as one of the most discussed issues both globally and nationally. In recent time security has been described as guaranteed protection or assurance against danger, harm or threat of it on lives, property, resources and other materials of value to human existence (Adebisi & Oyewo, 2015)<sup>[2]</sup>. Security involves management of threats. This threat can be threat to life, corporate existence of a nation, threat to property, threat to national assets and other things that aid good quality of life of the citizens of a country. Hence we hear of security of life, food security, energy security, intellectual property security, maritime security, border security among others. Generally, security is seen as the guaranteed protection of lives and property and by extension territorial boundaries of a nation. Recent discussions on security issues have been largely centered on the roles the military and the police in maintaining national security. However, maintenance of national security encompasses the roles various security agencies such as the Military, Police, Nigerian Correctional

Service, Nigerian Civil Defence Corps, Immigration Service, National Drug Law Enforcement Agency, Federal Road Safety Corps, Federal Fire Service and other security organizations, State and local security outfits, vigilante groups and indeed every citizen play in maintaining peace, orderliness and tranquility in the nation. Nwolise as cited in Obidiegwu and Ogbodo, (2018)<sup>[15]</sup> stated that discussions on national security should not be narrowed on the military and police but should include corrections, customs service immigration service and other security agencies. The author went further to state that the mobilization of the citizenry to contribute their quota to the maintenance of national security is also important.

Following the resent unprecedented surge in incidences of insecurity in the country, correctional officers should be prepared through adequate training to assist other security agencies in abetting the current rise in insecurity in the nation. A day hardly passed without a reported incidence of insecurity in Nigeria. Human Rights Watch, (2021)<sup>[10]</sup> reported that despite the claim by federal authorities that there has been a reduction in incidences of crime and insecurity in the country, an atmosphere of insecurity persisted across Nigeria. The organization reported that there were widespread kidnapping, banditry and recurring cycles of deadly violence between herdsman and farmers. In agreement with this, Ewepu (2021)<sup>[9]</sup> citing a report made by Global Right Nigeria stated that 1,603 Nigerians were killed in the first quarter of 2021 through violent crimes. The report which was tagged Violent Incidents Report

attributed the killings to mass atrocities across the country between January and March, 2021. According to the report there has been a harvest of abductions, killings of security officers, unending terror and other violent crimes which have worsened the insecurity situation in the country.

The high level of insecurity in the country is already threatening the corporate existence of Nigeria. This assertion is in agreement with Daily Trust, (2021)<sup>[7]</sup> which cited Nigeria's minister of Defence, reported that Nigeria is in a critical situation occasioned by terrorist attacks, banditry, kidnapping and jailbreaks. Jailbreak has become a common occurrence in Nigeria in recent time. According to ALJAZEERA, (2021), 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>[12]</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. The level of insecurity in Nigeria is overwhelming. The situation has led to calls by prominent Nigerians and institutions of government for the declaration of state of emergency on insecurity in Nigeria. Furthermore, Policy and Legal Advocacy Center (PLAC), 2021 also reported that the Senate at its plenary session of Wednesday 17<sup>th</sup> February 2021 urged the president Muhammadu Buhari to declare a state of emergency on insecurity across the country.

In the South-east (which is the area of this study), there have been well documented evidences in the literature which suggest that there has been an upsurge in violent crimes in the zone. Bola (2021) stated that insecurity situation in the south east has placed the region in a state of helplessness. The Non-government organization lamented that people are being killed in their numbers and property being razed, destroyed looted with wanton abandonment. Ripples Nigeria, (2021) reported that 136 lives were lost and 500 other were arrested by the police in the first six months of 2021 as a result of their involvement in violent crimes in the zone. Following the continued deterioration of the security in the South-east zone, Ojjezel, (2021)<sup>[17]</sup> reported that various stake holders have called for urgent solution to the menace in the zone in order to enable security operatives perform their duties without hindrance.

The deteriorating security in Nigeria has adverse effect on the correctional facilities in Nigeria. Apart from the loss of lives of officers and property in the facilities as a result of attacks by armed gangs, most of the facilities in the correctional centres are over stretched as a result of congestion occasioned by increase number of detainees. The current security situation has resulted in many suspects being arrested and sent to custodial centres thereby courting congestion. Aborishade 2021 quoting the Senate Chairman of committee on interior Senator Kashin Shettima as saying that out of about 66,000 inmates in Custodial centres across the country, about 47,000 are awaiting trial. The Senate Chairman of committee on interior added that this situation has resulted in congestion of custodial centres. Congestion

in custodial centres negates reformation and rehabilitation of inmates. Inmates who are in detention are not only there for the sake of safe custody but also to be exposed to various reformatory and rehabilitative programmes that will make them better citizens on their release. The reformatory and rehabilitative programmes cannot be effectively implemented if correctional officers are not well trained. Furthermore, it is only when correctional officers are adequately trained that they can help in the management of national security.

Onwonikoro and Ashinodorbe, in Oshita and Alumona (2019)<sup>[3]</sup> maintained that the Nigerian Correctional Service ought to contribute significantly to the management of national security by ensuring that persons sent to the custodial centres are adequately reformed and rehabilitated. It is very dangerous for inmates who are not adequately reformed and rehabilitated to find themselves into the society because they would sooner relapse into crime. Alo (2021) maintained that the inability of the Nigerian Correctional Service to properly reform and rehabilitate their inmates contribute in no small measure to the current upsurge in insecurity in Nigeria. Proper rehabilitation of inmates can only be effected by well trained staff.

Staff training is a desirable activity that seeks to enrich the knowledge of employees in order enable them perform their jobs satisfactorily. Employee training is not only an activity that is desirable, but also an activity that every organization that seeks to maintain a viable and active workforce must commit resources to. Ogundipe as cited in Ogbodo, (2016)<sup>[16]</sup> opined that the focus of training in any organization is the job or task that workers have to perform. That is to say that employee training programme must be designed in such a way that it will result in significant improvement in the ability of employees to effectively and efficiently perform their tasks in order to achieve the organizational goals. A good employee training programme must be tailored toward acquisition of knowledge, skills, attitudes and competencies that will help workers perform their jobs satisfactorily. Because of the numerous benefits of employee training, most organizations tend to key into it in order to keep their workforce abreast of new trends in the ever changing work environment.

Training of employees has become a major concern to many organizations in recent times. Most organizations are faced with ever increasing risk of having a work force that is drifting towards redundancy due to rapid technological advancement and sophistication of job demands. In the security community, (which the Nigerian Correctional Service belongs) rapid technological advancement tend to lead to sophistication of criminal behaviours of those who are involved in crime. For instance cybercrime has become one of the devastating criminal behaviours in Nigeria today. Cybercrime is a technological aided crime that involves identity theft, hacking into bank accounts of persons and organizations, money laundering, romantic scams, unauthorized access to official documents and information among others.

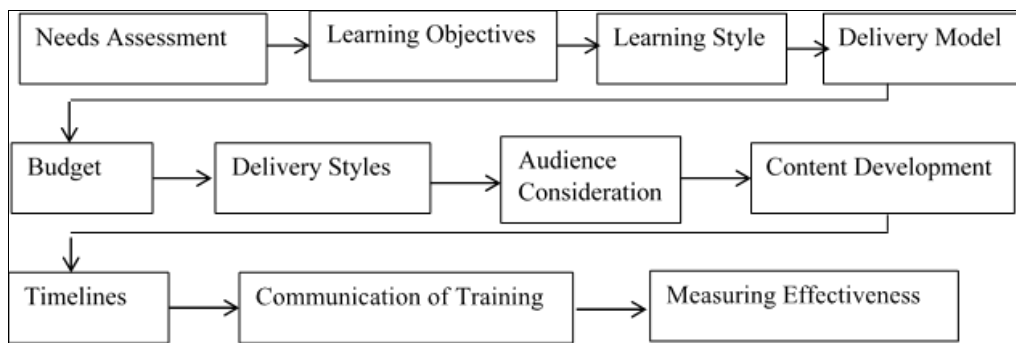
Igwe (2021)<sup>[11]</sup> stated that the world of cybercrime is sophisticated and transnational, spanning across multiple jurisdictions. The author further stated that the Federal Bureau of Investigation (FBI) listed Nigeria as the 16<sup>th</sup> country in the whole world that was worst affected by cybercrime.

Omodunbi, Adiase, Olaniyan and Esan (2016) <sup>[18]</sup> reported that the effects of cybercrime in Africa can be felt on the lives, economy and international reputation of African nations. It is imperative that Junior Correctional Officers should be exposed to adequate training in order to meet their training needs and hence enable them contribute their quota to the fight against crimes in Nigeria. This can be achieved through effective designing and implementing training programmes on current issues that border on the work duties of correctional officers.

Training programme involves training activities that are designed to impact the necessary skills, knowledge, values and competencies needed for effective performance of a given task. As regards correctional officers, the duties include: security, administration, clerical and operations work duties and other specialized skills needed for their job performance. Egbo and Okeke (2009) <sup>[8]</sup> see training programme as an activity involving vocational training of staff for immediate application of skill learnt in their work environment. Effective implementation of training is indispensable in achieving improved productivity in any organization, Nigerian Correctional Service inclusive. This

is for the fact that effective implementation of training programme improves employees' job performance and overall contribution to the growth of the organization. Son (2019) pointed out that installing a concrete employee training programme provides organization with heightened standards as well as improved productivity, efficiency and profitability.

For any training programme to have the designed impact on an organization, such a programme has to be carefully planned and implemented systematically. That is to say that the planning and implementation of such a training programme must follow a pre-determined framework tailored toward the achievement of the objectives of the programme. In agreement with this, University of Minnesota (2016) maintained that training programme should be planned in advance before implementation. The university developed a training programme development model which contains eleven steps that should be followed in order to ensure effective planning and implementation of a training programme. This model is shown in fig. 1 below.



Source: University of Minnesota (2016)

Fig 1: Training programme development model

The first step in developing an effective training programme is needs assessment. Needs assessment in employee development training programme involves finding out what the organizational needs are in terms of training. Training needs assessment in an organization consists of three components. The components include; assessing organizational needs, assessing occupational needs and assessing individual needs of the staff.

Learning objectives is the second step in the model. Learning objectives are stated in order to guide the training programme activities towards meeting the identified training needs. Learning objectives are those tasks that participants in a training programme are expected to be able to explain, do or demonstrate at the end of the training? They include the knowledge, skills, competencies and abilities that participants in a training programme are expected to acquire, demonstrate and apply in the performance of their duties.

Choosing learning styles that will suit the trainees is another important step. This is because suitable learning style makes programme content delivery interesting. There is an array of delivery styles from which a trainer can choose from. However, the trainer has to ensure that the delivery style to be chosen is amenable to the programme to be implemented. A training programme must be adequately budgeted for. Ogbodo (2016) <sup>[16]</sup> explained that budget for a training programme looks at how much money the organization is

ready to spend in planning and executing a training programme. The author went further to state that a good budget should include: the actual cost for materials, feeding, honorariums, allowances, overhead cost and lose of man hours in the course of the training programme.

The audience is the participants in the training programme. The audience has to be carefully studied for effective programme implementation. Knowing the characteristics of the audience is key to effective planning and implementation of a training programme. An audience can be homogenous or heterogeneous in nature. They are homogenous when they share similar characteristics and heterogeneous when their characteristics vary. Whichever way is the case, their individual feelings, abilities, traits, values and biological make up has to be considered while preparing for programme implementation.

Content development is very important in any training programme. Content development has to be done in line with the pre-determined learning objectives. It is also influenced by the delivery method and delivery styles to be adopted. In fact, the stated objectives serve as guide for the development of content in any training programme. Content development can also be influenced by timeline of the programme. Timeline involves determination of how long it will take to conclude the programme. Timeline can also be viewed in terms of when a training programme should be implemented for the benefit of the participants. Penfold

(2018) [21] maintained that timing of a training programme should be done in such a way that will enable participants benefit from the programme.

After determining the timeline of a training programme, it is important to communicate the training schedule to everybody that is involved in the training. Early communication of a training schedule enables participants to make adequate preparations and make adjustments in their various individual schedules. The last step in the training programme development model designed by University of Minnesota is measuring effectiveness of the training. Measuring effectiveness helps to reveal the extent the training programme has enabled participant upgrade their knowledge skills and competencies to the level required for effective and efficient performance of their duties.

Any nation that desires to achieve sustainable growth and development must treat her security issues with utmost diligence. Adebisi and Oyewo, (2015) [2] posited that provision of adequate security is one of the fundamental responsibilities of any state. The Nigerian Correctional Service (NCS) as a member of the nation's security community has the obligation of maintaining national security. This they do by ensuring that inmates in their custody are secured, reformed rehabilitated and reintegrated into society as better citizens. Even though, the NCS has been making effort to make noticeable impact in the effective management of the nation's security architecture, her efforts are hampered by a lot of challenges facing the service. In order to achieve her statutory mandates, the NCS continued to reshape her training policies.

The training policy of the Nigeria Correctional Service is designed to meet the work needs of correctional officers. The Nigerian Correctional Service in her effort to meet the training needs of her officers decentralized her training programmes. As a result of the decentralization, a training and doctrine unit was established at Corrections Headquarters Abuja. The Zonal Coordinators of all the Correctional Zonal Commands were directed to replicate the policy at zonal level. The zonal coordinators were directed to ensure the effective implementation of the new policy which was designed to provide on the job training and refresher courses for correctional officers. The training policy was conceived to ensure that the challenges of meeting the training needs of correctional officers were surmounted. The zonal training centres were expected to work towards the revival of the values of hard work, professionalism and pride of the service. Unfortunately, this lofty effort as reported by Ogundipe, (2005) did not survive for more than three years due to policy inconsistency of the service which led to the scrapping of the zonal training centres.

The scrapping of the decentralized training policy of the Nigerian Correctional Service placed the responsibility of staff training on the shoulders of the Nigerian Correctional Service Training Institutions (NCSTIs). According to Obidiegwu and Ogbodo (2018) [15] the Nigerian Correctional Service has six training institutions that engage in periodic training and retraining of correctional officers for optimal performance of their jobs. These training institutions include, Correctional Academy Ijebu Igbo, Correctional Staff College Kaduna, Correctional Training School, Enugu, Correctional Trainings School Kaduna, Correctional Training College Lagos and Correctional Armed Squad

Training School, Owerri. Each of these training institutions organize training programmes for different cadres of officers. It is unfortunate that challenges facing the training institutions constitute clogs in the wheels of the institutions in their effort to achieve their mandates.

There are a lot of challenges facing the NCS. These challenges have made it difficult for the service to perform her statutory duties. Adebisi and Oyewo (2015) [2] identified security breaches, congestion in the cells of custodial centres, inadequate facilities and unfavourable welfare package as some of the challenges facing the NCS. Ogbodo (2016) [16] identified inadequate staff training as a challenge that has made it difficult for the NCS to fulfill her statutory duties of reforming rehabilitating and reintegrating inmates into the society as better citizens.

The NCSTIs were established to implement training programmes that will develop correctional officers in such a way that will enable them perform their statutory duties effectively. Over the years, NCSTIs have been organizing periodic training programmes for both new and experienced officers. However, the authors are not aware of any empirical investigation into the effectiveness or otherwise of these training programmes in equipping Junior Correctional Officers with the right skills, knowledge, attitude and competencies needed for them to perform their duties creditably. Furthermore, evidences abound in the literature that suggests that correctional officers have failed in their duties (Adebisi & Oyewo, 2015[2], Ogbodo, 2016 [16] & Ahmed, 2018) [3].

This unsatisfactory state of affairs in the performance of the statutory duties of Junior Correctional Officers call for empirical investigation on the extent NCSTIs implemented training programmes for Junior Correctional Officers. This is quite imperative because if Junior Correctional Officers were not well-trained through adequate and effective training programmes, they may not be able to carry out their duties effectively and this may lead to discharging inmates who are not reformed thereby worsening the already deplorable state of our nation's security. It is therefore necessary to carry out this study in order to find out the gaps in meeting the work needs of Junior Correctional Officers for better planning, decision taking and management of the training policy of the Nigerian Correctional Service.

### **Purpose of the Study**

The main purpose of the study was to assess the extent Nigerian Correctional Service Training Institutions (NCSTIs) implemented training programmes for Junior Correctional Officers' security work duties in the South-east Nigeria.

### **Research Questions**

The following research question guided the study.

1. To what extent did NCSTIs implement training programmes on junior correctional officers' security 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 programmes on junior correctional officers’ security

**Table 1:** Mean Ratings of Respondents on Implementation of Training Programmes on Security Work Duties of Junior Correctional Officers by the NCSTIs

S/N	Items on Implementation of Training Programmes on security work duties of Junior Correctional Officers	Junior Correctional Officers (N-1074) <sup>x</sup>	Prison Instructors (N-265) <sup>x</sup>	Total Mean	Average Mean	Remark
1	Inspection duties	3.39	3.02	6.41	3.20	HE
2	Rod testing	3.08	3.26	6.34	3.17	HE
3	Inspection and management of cells.	2.26	3.10	6.36	3.18	HE
4	Searching of cells	3.38	3.37	6.75	3.37	HE
5	Conducting various types of searches.	3.26	3.51	6.77	3.38	HE
6	Identification of prohibited materials in the prison.	3.20	3.36	6.56	3.28	HE
7	Prison regulations on searched out items	3.07	3.27	6.34	3.17	HE
8	Photography of inmates.	2.28	2.79	5.07	2.53	HE
9	Finger printing.	2.48	2.87	5.35	2.67	HE
10	Prison gate duties.	3.20	2.49	5.69	2.84	HE
11	Item that can be given to inmates by their visitors.	3.14	3.49	6.63	3.31	HE
12	Qualities of good warrants.	3.37	3.60	6.97	3.48	HE
13	Prison security gadgets.	2.94	3.52	6.46	3.23	HE
14	Handling of hand cuff.	2.83	3.39	6.22	3.11	HE
15	Handling of teargas.	2.66	3.41	6.07	3.03	HE
16	Handling of prison keys.	3.01	3.55	6.56	3.28	HE
Grand Total- Mean & Average				100.55	3.14	HE

Data in Table 1 shows that items on implementation of junior Correctional Officers’ Security work duties have average mean ratings ranging from 2.53 to 3.48. This means that the implementation of training programmes on all the items that border on junior Correctional Officers’ security work duties by NCSTIS was to a high extent. This is also confirmed by the overall average mean of the table which stands at 3.14 which indicate high extent of implementation

of training programmes on junior Correctional Officers’ security work duties by the NCSTIS.

**Hypothesis 1**

Junior Correctional Officers and correctional instructors will not differ significantly in their mean scores on the extent NCSTIs implement training programmes on junior Correctional Officers’ correctional centre security work duties.

**Table 2:** t-test comparison of Mean Ratings of Junior Correctional Officers and Correctional centre Instructors on the Extent NCSTs Implement Training Programmes for Junior Correctional Officers’ Correctional centre Security Work Duties.

Variables	No	X	SD	Df	t-cal	t-crit	P. value	Decision
Junior Correctional Officers	1074	3.04	0.46	1337	7.02	1.64	0.000	Significant
Correctional centre Instructors	265	3.31	0.66					

In Table 2, the t-calculated is 7.02 and the t-critical is 1.64 at 1337 degrees of freedom. The table shows that, t-calculated is greater than the table value of t-. Also the P-value is 0.00 which is less than 0.05. With these results, the null hypothesis is rejected. This means that junior

Correctional Officers and correctional centre instructors differ significantly in their mean ratings on the extent NCSTIS implement training programmes on junior Correctional Officers’ security work duties.

## Discussion

Analysis of data in respect of implementation of training programmes on junior correctional officers' security work duties by NCSTIs in the South-East Nigeria shows that respondents rated the implementation high. This finding is in agreement with Obidiegwu and Ogbodo (2017) who reported that implementation of training programmes for Inspectors of Corrections in Anambra State Nigeria was high. The researchers further advocated for more training programmes to be conducted for other cadres of correctional officers to ensure that they are well equipped to discharge their jobs creditably. The study also agree with the work of Okwele and Tambari (2018)<sup>[18]</sup> who reported that Nigerian Correctional Service Training Instructors in Rivers State Nigeria are endowed with various levels of competencies, experience and academic qualifications that qualify them to conduct vocational training for inmates of the Nigeria Correctional Service.

## Conclusion

Form the narratives of this study, it is evident that regular training and retraining of correctional officers is one of the ways to ensure that the Nigerian Correctional Service deliver on her mandate of reformation, rehabilitation and reintegration of inmates into the society after their jail term. However, as the study revealed Nigerian Correctional Service has been doing enough in terms of staff training. Since staff training cannot be adduced for failures of the Nigerian Correctional Service in delivering on her statutory mandate, (as the results of the study show), other areas of work need of correctional officers such as, better work environment, staff motivation, adequate and effective working tools, adequate reward system and other employee motivational strategies should now be focused on in other to bring out the best in the correctional officers. This is important in order to ensure that Nigerian Correctional Service becomes a truly reformatory institution.

## Recommendations

Based on the findings of this study, the following recommendations were made:

1. The Nigerian Correctional Service should make effort to meet other areas of work needs of her officers in order to ensure that they perform their duties satisfactorily.
2. The Nigerian Correctional Service should ensure that correctional instructors are adequately rewarded by ensuring regular payment of their honorarium and other entitlements.
3. Promotions in the Nigerian Correctional Service should be made to partly depend on the performance of officers in their respective training course. This will make officers to take the training programmes seriously.
4. Correctional instructors should be regularly sent on refresher courses in order to keep them abreast of new knowledge, ideas and skills that will enable them continue to do their work satisfactorily.
5. Nigerian Correctional Service should ensure that trained officers are periodically engaged in on-the-job training to ensure that they have practical experience of what they were taught in the training institutions.

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