

Handbook of
Information and Rules

for Officers and Employees
of
New Jersey
Penal and Correctional
Institutions

STATE OF NEW JERSEY
DEPARTMENT OF INSTITUTIONS AND AGENCIES
TRENTON

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1953

Forward

THIS statement of information and rules for officers and employees of the New Jersey penal and correctional institutions has been approved and is hereby promulgated by the State Board of Control of Institutions and Agencies in accordance with the provisions of Section 30:1-12, Revised Statutes of New Jersey.

REEVE SCHLEY, *President,*
State Board of Control
of Institutions and Agencies.

October 1, 1946.

THIS handbook is being issued to give you information about your job and to let you know what is **expected** of you so that you can give your best service to the State. The principles, rules, and regulations set forth in this handbook do not reflect the opinions of any one person but are the embodiment of the experience of many people over a long period of time and in many places. They are intended to cover employment in any institution of a penal or correctional nature; and from time to time the heads of each institution will issue more specific and detailed regulations and instructions to guide you in your work at the particular institution to which you are assigned.

It is most important that you realize that as a member of the staff of a penal or correctional institution you are in a position to render a service of great importance to all the citizens of this State. The individuals now in your custody will one day be "back on the streets." The treatment they receive while they are in your institution will determine to a great extent whether they go back willing and able to go straight or with a renewed intention of carrying on their offenses against society.

New Jersey institutions are devoted to rehabilitation. The intelligent, humane, and

impartial handling of inmates while they are incarcerated promotes this objective and protects society. Vengeful, brutal, or unfair treatment of inmates breeds hatred, bitterness, and anti-social conduct and defeats the purpose for which our institutions were established.

It should go without saying that every inmate must be treated on the basis of absolute equality and fixed impartiality. This is not to say that each person who comes to the institution is equal in physical or mental equipment; in training and education; in capabilities for success. It does mean that there must be no favorites. All inmates should receive the privileges, emoluments, and advancements that they earn and deserve for their faithful compliance with regulations and their adherence to the best standards of sportsmanship and fair dealings.

To secure this type of response, it is important that you, as a member of the staff, set an example of impartial and just attitude towards every inmate; strict honesty and diligence in the performance of your duties; and entire freedom from such impediments to good relationships as nagging, petty humiliations, sarcastic conversations, indolence, carelessness in your personal habits or language, or preferential treatment of one inmate over another.

I can think of no better guide to success in your profession than the words of one of our

superintendents who said, "We cannot demand respect; we get it only if we deserve it. Unless we ourselves are honest, truthful, sincere, industrious and loyal we could never develop these qualities in our inmates. By our example we are preparing them for decent living here and now for later in their own homes."

SANFORD BATES, *Commissioner,*
Department of Institutions and Agencies.

GENERAL PRINCIPLES

1. Penal and correctional institutions have two obligations with reference to the persons committed to them as a result of violating the law. First, they must carry out the orders and intentions of the court with respect to the safe custody and (punitive) discipline of such persons. They also must offer them such special treatment and training as are needed to improve their chances of becoming good citizens instead of habitual offenders.
 - a. All officers and employees must keep in mind that when the courts commit a persons to an institution they expect him to stay there until properly released. The prevention of escapes is of major importance, and any carelessness or complicity on the part of an officer or an employee which results in an escape must be dealt with severely. There are many ways of securing safe custody, and while physical restraint or even force may have to be used at times, it has been demonstrated repeatedly that effective classification, backed up by education, constructive work, training, and other challenging activities, reduces the number of escapes.
 - b. Rehabilitation requires a careful consideration of each individual's special

problems, assets and liabilities. This individualization, in New Jersey, is achieved through the classification system in which every officer and employee plays a part by being constantly alert to become better acquainted with every inmate and encouraging his efforts at self-improvement. The personal convenience or negligence of a staff member must never stand in the way of helping an inmate to better himself.

2. Rehabilitation is based on self-respect. While inmates should always be made aware that their bad conduct is disapproved, their ability to do better should never be openly doubted. A distinguished prison administrator has said, ". . . we deal with human beings and we cannot allow ourselves to lose hope. The saying of a few words by a judge does not transform a man into an entirely different creature, who can never be trusted, who has no decent instinct or loyalty. If he is treated as a sensible and self-reliant man he is likely to play such a part. Even if he has failed once or twice there may well be some side of his nature to which appeal has not yet been made."
3. Every inmate must have an equal chance to earn all the privileges the rules allow. There is no place for favoritism or privileged classes in a penal or correctional

institution. No officer or employee should become unduly familiar with any inmate or group of inmates or permit himself to become obligated in any way to an inmate or his family. A sincere interest in every inmate's efforts to improve himself is expected, but intimate friendships and close personal relationships are to be avoided.

4. Maintaining discipline must never be a personal issue. The prison officer embodies the authority of the State and must avoid giving any impression that he is trying to impose his personal will. A quite, firm demeanor on the part of the officer, coupled with the expectancy of being obeyed, usually secure obedience. On the other hand, if an officer adopts a harsh tone or displays anger he may expect to provoke a rebellious reaction on the part of the inmate.
5. Staff unity is important. Disparaging remarks regarding other employees or about the way the affairs of the institution are conducted must be avoided so that inmates will feel that they are faced with a solid front of policies and standards to which they must conform.

GENERAL RULES AND REGULATIONS

1. Whenever it is necessary for the protection of life or property or the preservation of discipline, any officer or employee of an

- institution, irrespective of the class of service to which he is appointed, is expected to perform any reasonable services of which he is capable when directed to do so by the superintendent.
2. Every officer and employee of an institution shall be held responsible for the efficient performance of duties assigned and for the proper supervision of any inmate detailed to work under his direction.
 3. Intemperance will not be tolerated among the officers or employees of any institution. It shall be the duty of every supervisory officer and employee to report to the superintendent the name of any officer or employee who is on duty while under the influence of intoxicants or suffering from the effects of over-indulgence in intoxicants.
 4. Officers and employees of the institution shall refrain from publicly discussing institution affairs when off duty.
 5. All information relative to institution affairs and individual inmates must be authorized and given out through the superintendent's office. Officers and employees are prohibited from imparting information to newspapers representatives or other persons not officially connected with the institution or the Department of Institutions and Agencies.

6. All officers and employees will be required to give their entire time and attention to their duties during their hours of employment. No officer or employee shall read or engage in any distracting amusement or occupation while on duty except to consult such rules or other written or printed materials as the proper performance of duty requires. Superintendents are authorized to make such regulations for the restriction and controlling of smoking as they deem necessary for the safety, good order and efficiency of the institution.
If outside employment is undertaken it must not in any way interfere with the efficiency or performance of duties in the institutions, and should any conflict arise between any outside employment and institutional employment the appointing authority shall call such situation to the attention of the officer or employee involved. Should the condition continue, disciplinary action will be taken.
7. The use of indecent, abusive or profane language is forbidden, either in the presence of inmates or officers.
8. Officers and employees shall not indulge in undue familiarity with inmates or permit inmates to be unduly familiar toward them.
9. All trading or bartering between officers and inmates is prohibited.
10. Officers and employees must not give or receive from any inmate or any inmate's

friend, relative, or representative anything in the nature of a gift or promise of a gift or favor, however trivial.

11. No personal services shall be rendered by an inmate to any employee except as provided by regulations approved by the Commissioner of Institutions and Agencies.
12. No officer or employee, with the exception of those required to do so in the performance of their duties, shall correspond with prisoners or ex-prisoners or with persons outside the service about the affairs of the institution or inmates, nor shall they assist in any manner in conducting such correspondence.
13. Officers and employees may not convey, either to or from, any inmate any message, written or oral, or any article except such as is necessary in the transaction of the business of the institution.*
14. It is the duty of all officers and employees to make every effort to prevent the escape of an inmate and to assist in the recapture of an escaped inmate to the limit of their capabilities.

* N.B.—Section 2:126-12, 13, Revised Statutes of New Jersey, makes it a misdemeanor to traffic in contraband goods, convey unauthorized letters or information or to visit, without authorization, an institution where prisoners are serving sentences.

15. There shall be no corporal punishment and no officer or employee shall strike or lay hands on an inmate unless it be in defense of himself or necessary to prevent escape or serious injury to person or property, or to quell a disturbance. In such cases only the amount of force necessary to accomplish the desired result is to be used.

16. In those institutions where firearms are employed, the greatest caution and conservative judgment shall be exercised in their use when absolutely necessary in preventing escapes or serious assaults. Before aiming a shot at a prisoner, officers must give due warning in some readily understandable manner. When it is necessary to direct shots at a prisoner they should be aimed to disable rather than to kill. Officers or employees will not carry firearms or other weapons when in contact with or accessible to inmates unless specifically ordered to do so by competent authority.

17. Officers and employees will show a scrupulous regard for the personal property of inmates. When it is necessary to confiscate unauthorized personal property of whatever value, it will be promptly turned over to superior authority for suitable disposition.

18. Alertness prevents many escapes, riots or other serious disturbances. All officers and employees will therefore be constantly vigilant to observe unusual situations, gatherings, conversations or events and to report them to superior authority.
19. One mark of a good institution is its housekeeping and one test of a good officer is his success in securing inmates' cooperation in achieving good housekeeping. All officers and employees will give constant, careful attention to maintaining sanitation, cleanliness and good appearance in all areas of the institution and its environs.
20. All officers and employees will exercise a scrupulous regard for the proper use and preservation of State property.
21. Officers and employees of penal and correctional institutions are expected to pay their just debts, and continual complaints regarding failure to meet financial obligations will count against an employee's record and may result in disciplinary action in aggravated cases. Personal financial problems should be discussed with the immediate supervisor or the superintendent in an effort to work out a satisfactory solution.
22. It is expected that officers and employees will handle their complaints and griev-

ances in accordance with the policies and procedures previously established by the State Board of Control. These policies and procedures include:

- a. A reaffirmation of the merit system as embodied in the Civil Service law.
- b. The right of employees of the State government to belong or not to belong to any association or organization as they see fit; but such membership is not to be a condition precedent to employment.
- c. The freedom of any employee of the State to present complaints or grievances or suggestions for the correction or adjustment of working conditions to the agency by which he is employed, either individually or through a committee of employees.
- d. The requirement that complaints, suggestions or requests by employees first be made to the employee's immediate superior and if not satisfactorily adjusted there, to the superintendent of the institution or to a personnel officer designated by the superintendent of the institution.
- e. The rule that if an employee or group of employees desires to appeal from a decision of the superintendent of an institution he may, without prejudice, appeal to the Commissioner of Insti-

tutions and Agencies or to one of his Deputy Commissioners through the Director of the Division of Personnel of the Department of Institutions and Agencies.

23. Officers and employees of New Jersey penal and correctional institutions are expected at all times to preserve a proper demeanor and to act as befits representatives of the State.
24. Violations of the general principles or the rules and regulations contained in this handbook may at the discretion of the superintendent, subject an officer or employee to any of the following penalties:
 - a. Reprimand.
 - b. An official reprimand to be entered into the service record and considered in the next Merit Rating.
 - c. Suspension under the rules and regulations of the Civil Service Commission and the statutes governing State employment.
 - d. Separation from the service under the rules and regulations of the Civil Service Commission and the statutes governing State employment.
25. Assignment of officers of the custodial classification shall rest with the Commissioner of Institutions and Agencies, and officers of this group may be transferred upon his authority to another of the penal and correctional institutions of the Department without change of salary or position if it be in the best interest of the penal and correctional system.