

# Prison Behaviour Management through IEP in Queensland Correctional Facilities

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## A comprehensive review of the Incentives and Earned Privileges Scheme in Queensland Correctional Facilities

### Goal of IEP in QCS

- Facilitates the provision of a fair, consistent and structured process to reward prisoners who commit to the opportunities provided for them in-line with their individual Offender Rehabilitation Plan (ORP) and display consistent, appropriate standards of behavior.

### Research Questions

- Does the QCS model of IEP improve prison behaviour?
- Does IEP help QCS achieve its corrective discourse?

### Methods:

- Data has been collected through face-to-face and phone interviews with Prisoner Inspectors
- Nomothetic causal explanations from literature will be compared with in-depth idiographic claims from interview participant accounts to explain the impact of IEP in the Queensland Corrective Services context

### Literature

- “High use of privilege removal by staff is associated with poor staff/prisoner relations
- “IEP should be seen as distinct from punishment and discipline.”
- “Persuasion is more effective than force”
- “Concepts of unfairness are linked to collective disorder within prisons”
- “Prisoner/ staff relations need to interact with incentives”
- “A renewed commitment to a fair distribution of privileges is essential”

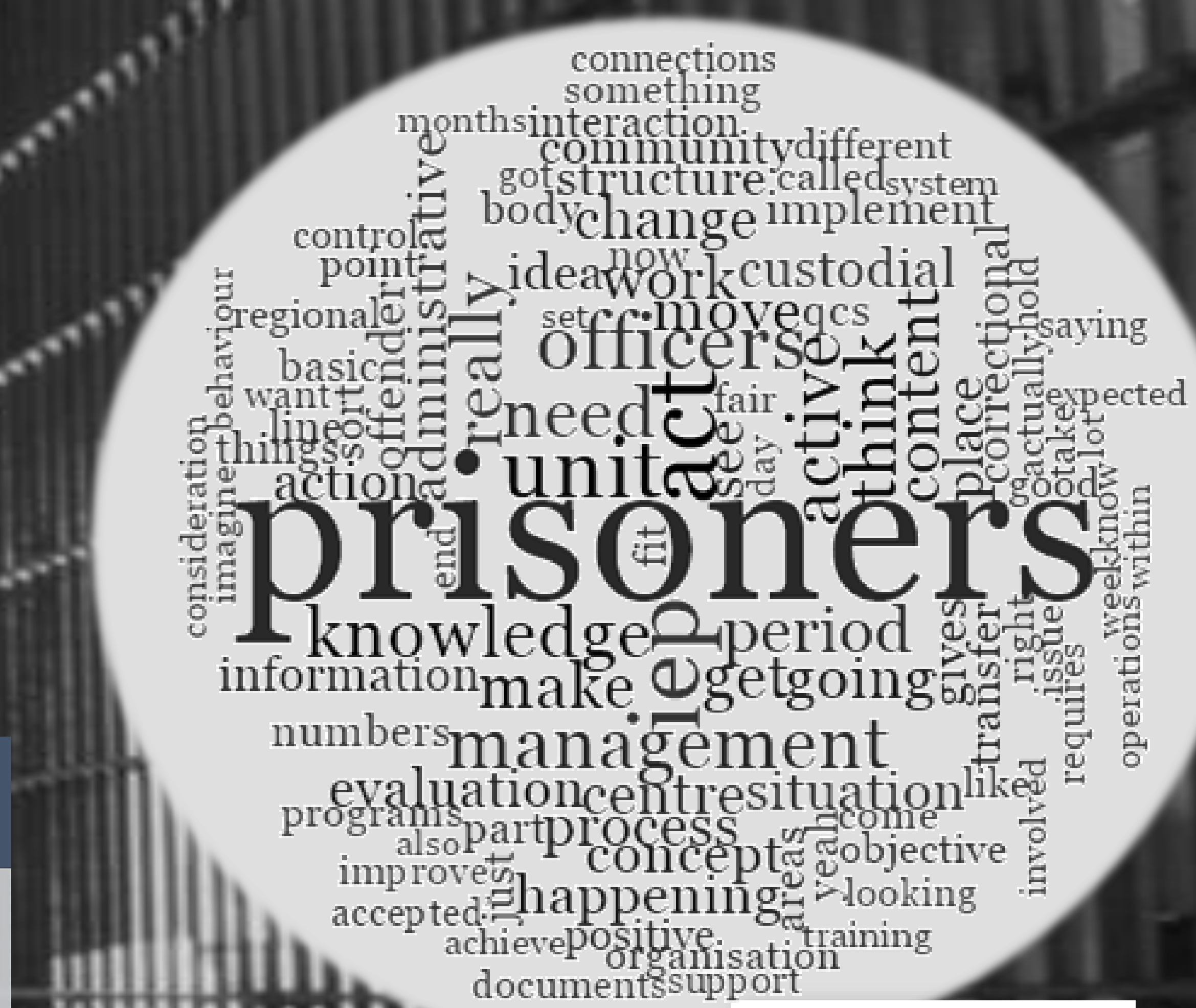
### Interview Findings

- We constantly see managers use it as a way of taking things away from prisoners and not encouraging the incentives side of it.”
- “There’s no clear picture... you only know what will happen if you do something wrong.”
- “It becomes very much like a zoo keeper... you only interact when you’re controlling their movements”
- “QCS is recruiting people who are just not inspired or wanting to make a difference.

*“IEP has the ability to increase communication between staff if it is dispensed appropriately. Educators, sentence review and planning processes can benefit from IEP participant history files...”  
Liebling (2016)*

### Proposed Solutions

- An IEP model that is tailored to each prisoner and location → Behaviour management in the future is about understanding the root cause of prisoner behaviour → Recruiting staff who are interested in rehabilitation and engagement of prisoners → Providing incentives that are important to prisoners (e.g. phone cards, human contact)



### Themes identified by Inspectors

- Prison Overcrowding and Management Limitations
- Staff and Prisoner Interactions and Prison Staff Culture

### Themes identified in Literature

- Staff Prisoner Relationships
- Prison culture
- Prison overcrowding
- IEP Limitations

- Target management issues
- While prison overcrowding is outside the control of IEP, how can IEP be improved as a more workable model

### Informing our Proposals

### Acknowledgements

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