In a study of present nature which aims to understand the treatment programmes as they are in operation, it logically has to dwell on the characteristics of the beneficiaries, the nature of the programmes, the programme implementing personnel and the programmes as perceived both by the inmates and the officials. Not only this, the entire setting in which the programmes are being run also becomes relevant. Presently taken are the aspects relating to the inmates and how they perceive the programmes of treatment provided to them, which in turn is supplanted by the observation.
At the outset it may be broached up that the characteristics of the programme-beneficiaries, in any field, tend to determine the relevance and success of the treatment programmes. The characteristics usually attributed to are the age, social and economic factors, familial conditions, education, and the like. These factors, according to Ford and De Jong, in a way provide the inmate somekind of a capability to understand and follow those orientations which run parallel as in the case of doctor-patient relations.

India has certain predominant characteristics: about 70% of the population is from rural areas, a substantial chunk of the population is illiterate, economically and socially under privileged, Hindus are in majority, and, presently, the individuals belonging to the age group of less than 22 years of age forms a major chunk. These factors, in the case of Madhya Pradesh, are still intense. It is within this setting the characteristics of the inmates are being analysed.

**Age:**

Understandably, the inmates are from a relatively active age group, that is, 16 years to 21. But this is the statutory limitation. Is it strictly followed in the case of inmates admitted to the Borstal? In a country where registration of births and deaths is yet to permeate the population sections this needs to be examined in the present setting. Further, with age developed are the faculties, status, responsibility, wants, and maturity. In relation to
treatment, age factor tends to have a settling effect (see also, Gluecks, 1937; Sellin, 1958). Thus, it has been found that (For tables see appendix: B; 6.01 onwards) Majority of the inmates (22.5%) are from the group of 19 years, followed by 18 years (19.5%), 20 years (16.5%), 17 years (16%), 18 years (15%) and 21 years (10%). The average (18.3 years) and the Median (18 years) go to indicate that there is little fluctuation in the age-wise composition of the inmates as a whole. This conforms to the statutory limits also.

Religion and Caste:

In India religious traditions, as elsewhere, have a substantial influence on the individuals. This apart, the influence of the religion on any individual tends to impose control, help maintain himself while cooperating with others. This is institutionalised through mysticism, and often resorting to 'other world' explanations. From the angle of Borstal lads, the religion becomes highly influential from the angle of conforming behaviour. Almost same case is true in the case of the 'caste'. In fact none of the religions preaches deviance. Yet, individuals do fall-out and come in conflict with the law. Religion-wise (table 6.02) majority of the inmates (89%) are Hindus, followed by Muslims (7.5%), Jains (2%) and Christians (1.5%). As expected, following the general majority outside the inmates also are from the same religious group. The others although insignificant are also there. In the case of caste
affiliation, which is applicable to only Hindus (table 6.03),
it is found that inmates belonging to Schedule caste cut
number others (34.5%). There Brahmín-inmates (6.5%),
Kshátriyas (15%), Vaishyas (11%) and those belonging Tribes
(13%). Of course, 20% have not provided information in this
respect, because 11% are non-Hindus. Thus, caste-wise, the
substantial proportion of the inmates are from Schedule-castes.

Rural-Urban affiliation :

The dimension of native place and its influence on
the subsequent career of an individual is well known. Relating
to criminality, Shaw and McKay have stressed the importance
of the ecological factors. In the case of criminality of the
lads, now in the Horstal, it is observed that (table 6.04)
72% of them hail from rural areas and 28% from urban areas.
This is in accordance with the general population distribution
in the State of M.P. What, however, should be noticed is
that involvement of formality even in the predominantly rural
setting. Of course, this may depend upon the nature of the
criminal deed of the lad.

Offence :

The inmates detained at the Horstal have committed
either offences against property or against person. The mode
of admission has been discussed in the previous section.
Here the conviction of the inmates is presented (table 6.05).
It is found that 39% of the inmates are property offenders;
out of this 31% are under theft and 8% under robbery and
dacoity. The major chunk of the inmates is from the category of offences against person (41%): of this 32% are under murder, culpable homicide, assault or others and 9% are convicted for rape. The 20% remaining are offenders of a variety of sections of the I.P.C. mostly under section 109 and 2% are convicted under the excise Act. The nature of the offences committed by the lads appear to be grave, hence have called for official action, despite they hailing from the rural areas.

Education:

Relatively speaking, in the post Independence era, there is a massive proliferation of education in the country. Educating the masses is one of the important objective of the government. In fact, education prepares one for the life generally. Yet, many see in its attainment a capability to get somekind of employment. From the angle of criminality education tends to have some influence on the person. Indeed, a massive section of the convicts is found to be illiterate. In the case of Madhya Pradesh as a whole, out of 41654119 persons in the State 9223041 are found to be illiterate.

(1971 Census) Education-wise, in the present sample of lads from the Borstal, it is observed that (table 6.06) 62.5% are literates and 37.5% are illiterates. This naturally is at variance with the general trend. within the category of the literates: 26% have completed primary, 16% Middle, 19% higher secondary and 1.5% have exceeded their qualification more than higher secondary level. From the results above, it
appears that the inmates of the Borstal are better-off, education-wise. Confronted with the query, to the respondents, why did they not continue with education, it is seen that the reasons given by them are (table 6.07) : 'difficulties in home including intolerance and poverty' (17.5%), 'difficulties in the education itself' (18.5%), 'Maltreatment by teachers' (3.5%), 'Incite ment by the friends' (8%), 'no interest in studies' (5.5%), and, 'arrested by the police' (9.5%). These are the responses from the inmates who have undertaken some education. The situation appears to be far from being encouraging in the setting under study. When wholly considered, it emerges that 41.5% stopped education because of home conditions. Many of them were studying in higher classes when they were arrested by the police.

**Marital status**

Studies in criminology have tried to find out correspondence between the marital status and criminality. Gillin has found that as compared with married persons, unmarried and those who have taken divorce commit more crimes. Sutherland has opined that marital status and criminal tendency are influenced by different dynamic forces (1945 & 1968).

In the study of adolescent offenders marital status may not be that relevant as the age tends to be not that responsibly mature. Yet, in India child marriage was
invogue. Now due to change in social outlook age of marriage appears to have shot up. Observably, in the rural setting the practise may still be found. Settled by the parents, the contracting parties to the marriage are quite younger in age. Many complications between the spouses may surface in due course of time, still, there is a belief that marriage instills in individuals an interest in social affairs and also keeps contented and law-abiding. What is the position in respect of respondents under study? Noticeably (table : 6.08) a large proportion of the respondents is unmarried (68.5%). There are also found those who are widowers/divorcees (12%) and of course, (19.5%) of them are married. In the category of widowed/divorced are those whose spouse has died, separated, deserted or separated after having taken the community panchayat agreement. In the present case it may be stated that adolescent offenders are mostly unmarried.

Family background

The role and the responsibility of family in the process of socialisation on the one hand and development of personality on the other has been forcefully emphasised by the Psychologists, sociologists and other behavioural scientists (see Bogardous, 1955; Hurlock, 1974; Goode, 1959). Family is the basic biological and social unit in society. It serves, among others, several functions of schooling the children in the values and norms of the community, of which it is a part. Prevailing group values with regard to, for
example, deviant behaviour, may be reflected in familial norms and may be transmitted on to the offspring. It is here that intrafamily relationships become critically important in the development of the individual. Expectedly, the interaction and intercommunication between family-members leads to what may be termed as 'a common culture'. This process gets even more accentuated in the Indian social context. Although the institution of joint family is under the pressure of a variety of indigenous and exogenous pressures, it has so far managed to survive, particularly in the rural areas.

Family is the first group in which the individual finds himself which influences him and shapes his attitudes and behaviour. It is, therefore, may not be surprising that the genesis of many a case of criminality and delinquency could be traced back to family influence. Most studies have taken into consideration the offenders' family background (see Abrahamsen, 1949; Shulman, 1949; Gluecks, 1962). It is the family which controls the behaviour of the individual by defining situations (Freeman and Showal, 1957).

Motivated by these research considerations presently taken up are the factors relating to the inmates' family, such as, nature, size, income etc.

Nature of family:

Healthy environment in a family is conducive to the all round development of the offsprings. Any discordance, be
it physical or psychological may lead to a breakup thereby compelling the offsprings to take to deviant ways. The respondents (see table 6.09) have been classified on the categories of 'both parents living together', 'father present and mother absent', 'mother present and father absent' and 'both parents absent'. On this continuum the percentage distributions are (54.5%, 19.5%, 17.5% and 8.5%). Even on the continuum of broken family there are about 45.5%. This is a sizeable number. Possibly this factor might have played a significant role in the lives of inmates in turning them to deviant ways. Thus, in the present study the ratio of adolescent offenders from the angle of complete families are there in sizeable number also. Similar findings appear in the study conducted Gleucks.

Occupation:

The occupation of a family influences the offsprings to a greater extent. In the field of sociology of education, it is found that the selection of occupation an individual undertakes depends upon other social correlates. Naturally, the nature of family occupation also influences the income too. Additionally, along with occupation runs the prestige of the family, too. In fact, the white collar crimes are committed in accordance with the occupational practices (Sutherland, 1939). In the State of Madhya Pradesh, the majority follow the agriculture, provide labour for agriculture. This combined percentage comes to about 79.41%. The family occupations of respondents are presented in table : 6.10. It is reflected
that greater proportions of the respondents (43%) have labour as family occupation, followed by agriculture (27.4%). Next to agriculture is small or petty traders (12.5%), Service (8%) and some have professions like Rickshaw pulling 3%. There are also inmates who are from begging families (2%) and prostitutes, pickpocketing, illicit distillation (5%). The distribution shows that most of the inmates come from such families which have un-stable pattern of income. Besides, the occupations of the respondents cannot be considered glamorous. The inevitable conclusion shall be that family occupation of Borstal lads has significant influence in their taking to criminal path?

**Family size and income**

Having examined the family-occupation, to get proper perspective of family background, the respondents' family size has been enquired into. And, subsequently taken up is the income of the family. In the context of India, family connotes both single (nuclear) and joint-family. Family provides shelter and upkeep besides laying a solid foundation of socialization. If the size of family is exceptionally large it would lead to over-crowding and fragmentation of facilities. Similarly, monthly income would provide yet another indicator of standard of living. It may derived that small family coupled with handsome income may ensure stable behaviour of the off-springs. Fisher and Hayes (1945) and Nye (1958) have stated that more delinquents come from such families which were larger in size. The studies in the past
were based on the western cultural setup. However, in the context of this country a positive conclusion is awaited. The studies conducted by Chandra (1967), Shrivastava (1956) and Shukla (1979) suggest that more delinquents come from such families which had larger number of members. Table 6.11 presents the size of the families to which the respondents belong and the nearest approximation of the monthly income. It may here be mentioned that while showing the number of members in the family, the inmate has been excluded. While calculating the income the inmates were asked to give approximations of the income from all sources of the family including that of inmate's. It is observed that 12% of respondents came from very poor families where total income ranged upto Rs. 100/- per month. Out of these, 4% came from such homes where membership was upto 3 persons, 7% came from the homes whose membership was upto 7 persons. Largest number of inmates come from income group of Rs. 101/- to 250/- per month. This category had 33.5% of inmates. In this category 15% were from such families who had 4 persons, 14% had 7 members and 4% upto 10 members and only 0.5% with more than 10 members. Similarly, in the income category of Rs. 251/- to Rs. 400/- the greater family size has been of 5 to 7 members, followed by upto 4, 8 to 10 and above 10. Again, in the income category of Rs. 401/- to Rs. 550/- the dominating group is that of 5 to 7 members. But a slight modified tendency is soon in the case of income group of Rs. 550/- and above. On the continuum of income the distribution of respondent is as
follows: 12% fall within the category of upto Rs. 100/-;
33.5% come under Rs. 101/- to Rs. 250/-; 19.5% under Rs. 251/-
to Rs. 400/-; 17.5% under Rs. 401/- to Rs. 550/-; 11% under
Rs. 550/- and above. Relatively greater aggregation is found
under the income group of Rs. 101/- to Rs. 250/-. Similarly,
43.5% come from the families having 5 to 7 members, followed
by 30.5% from upto 4 members; 16% from homes with members
between 8 to 10 members and 3.5% from homes with members more
than 10 members. It is difficult to assert, in view of the
analyses that considering the size of the family and their
income, that respondents are from families which have adequate
income.

Activities

In the socialisation process, the interaction of an
individual with the peer groups and friends is also important.
In addition to this, the kind of extra-curricular activities
which an individual undertakes tends to indicate his
personality taking on sociability and his tendency to refresh
himself through socially acceptable ways. These activities
may act counter to the criminal-tendencies. What is the case
with the respondents? For this purpose taken up are their
participation into games and other cultural activities,
whatever may be the nature of culture, there are ways to
socially express. But the forms may vary. In respect of
cultural activities, it has been seen that 42.5% of the
inmates earlier in their life had either participated in
Drama' (12.5%), Dance (3%), Singing (5.5%), some writing activity (2%), Debate (3%), NCC or ACC etc., (16.5%) and the rest (52%) had participated in such activity. This trend indicates that not many had been exposed to cultural activities (table : 6.12). In respect of games it found that many had played more than one game, but, their choice is presented here (table : 6.13). The games usually played by the inmates had been : football (7.5%), hockey (6%), wrestling (10%), Kabaddi (22%), Kho-Kho (38%), volleyball (11.5%) and the rest (5%) had not played any such game. Further taken up is the aspect relating to the distinctions, if any, that they had achieved in cultural activities or that of games. It is seen that none of them had either been awarded a certificate or reward of any kind. This again goes to reinforce that activity-wise, the inmates achieved little.

What was the capacity of the inmates before they came to the Borstal vocational-skill-wise? In the day to day lives the boys may learn something or the either. The skill learnt may relate to the family occupation, or, it might have been learnt out of curiosity. This aspect has been taken up with the inmates. It is observed that those who had agricultural background were helping their parents in their labour and those who had shops were also looking after the management. But this can hardly be called any skill.

Yet, many of them were doing something on their own to earn some kind of income. Again, the distribution of the
work and the frequency that those took up are not that encouraging (table: 6.14). About 16.5% of the inmates out whom agricultural work was undertaken by (8.5%), helping in the shop by (4%). Working with busses (2.5%) and working as coolie (1.5%). When asked about the sufficiency of the income, thus earned, almost everyone responded that it was insufficient. This goes to indicate the economic insufficiency.

When asked as to whether they took any other way to earn money through means which may be not considered acceptable. In this respect only 4% of the inmates stated that they either committed theft or gambled to win money. Having examined the illegitimate means, if any, used by the inmates, now those aspects would be taken up which relate to their leisure time activity, while in the open society. The activities undertaken by the inmates in the leisure also do not appear to be that encouraging. They tended to gossip (26%), sit in other's place (19%), wandering (12%), sleeping (9%), going to farm (7%) and nothing particular (7%). As stated earlier, not only the activities mentioned are less attractive but, some of them may have affected them negatively (table: 6.15).

Friends:

As was stated earlier, friends' circle is very important in the life of social beings. In fact, a man is known is his friends are. Because, friendship is a phenomenon which brings two people thinking on the same wavelength. It is
seen that 35.5% of the inmates had 2 friends, 26% had 3 friends and 14% had more than 3 friends. And, the rest have not responded. Sixtythree percent of them gossipped with their friends, 20% wandered along with, 6.5% played with and the rest (10%) had common habits like smoking, pan chewing or the like (table 6.16 and 6.17).

Criminality of friends :

The logical variable to be taken up now would be the criminality amongst the friends. On this count (see table : 6.18 and 6.19), it is found that 64% of the inmates had never such friends who had no record of crime. Yet, it is only 24.5% of them had such friends. Of these, 10.5% had those friends who were convicted for hurt and assault, 6% had those friends convicted for theft, 4% for sex offences and equal percentage for gambling. Harmful influence peer-group-wise, it has been seen only about 25% had such friends who were convicted.

Habits :

The habits come to comprise a variety of behaviour mostly acquired. In this those aspects also come, which are constructive. Be it relating to regularity or of cultivating something good. But what is of concern are all those activities in an individual which tend to effect him and his environment negatively. Included in this may be the habit of smoking, drinking, consumption of drugs, gambling and other sexual deviance. This has been taken up with the
respondents. For the purpose of tabulation, some kind of scoring has been resorted to. Depending upon the number and the frequency of indulgence in the habit, the respondents have been divided into High, Medium and Low categories. The total habits presented were: smoking, (both tobacco and ganja) drinking, gambling, prostitution and other deviant sex acts. Included was also of Bhang consumption. The total score of 27 has been divided into three categories and is being presented in Table 6.20. In the high side only 9.5% of the respondents come. In the medium side about 16% come and on the lower side like smoking only tobacco only 62% come and the rest have not tasted anything. In the high category are drinkers and sex indulgers. In the medium category are Bhang eaters and drinkers. It may be seen that habit-wise, the inmates are not innocent.

When the background of the inmates along with their achievements and other traits is taken into account, it is found that: age-wise, they are adolescents, which is expected; Many of them belong to Hindu religion, followed by Muslims and others. Of course, many of them also come schedule castes. The nature of family and the marital status of the inmates is also not that encouraging. As predominantly they come from the rural setting. Quite a few of them were students in the school however, many of them were compelled to leave the same, including because of the arrest. It is difficult to assert that, in view of the various factors relating to the inmates, their life situation was hale and hearty. These characteristics
of the inmates almost go along the findings of the many other studies conducted in the case of adult criminals. These are the inmates, with their distinct characteristics, who are in the institution and are required to be treated.

Having examined the characteristics of the inmates, on various counts, it may now be relevant to take up the officials. Because it is often seen that the proclivities of the personnel too weigh heavily while dealing with the inmates. With this in view, taken up are the background aspects of the personnel of the Borstal School Narsinghpur.

**PERSONNEL**

The qualities of the personnel manning any organisation, in recent decades, specially of industrial concerns, has been subject of much research and study. Same applies to the field of corrections also. Because, primary deliverers of services in correctional setting are the custodial and treatment staff. In the Indian setting custodial or treatment or vocational personnel have certain qualifications before joining the services (see Chapter V). Many of them may come from departments life defence, administration, medicine or others. But was this more true in the times before Independence. With the on set of specialisations and the relatively greater emphasis given to the corrections in the country, the recruitments are now the concern of the Public Service Commissions. Most of the secondary information is provided in earlier chapters.
Presently, an endeavour is made to look into the background of the personnel and other characteristics.

**BACKGROUND**

To start with the demographic characteristics of the officials of the Borstal School have been taken up. Age assumes significance in the Civil Service. Specially in the correctional services, now-a-days qualifications are graduation and above. But the age factor tends sufficiently to increase with education. But the qualifications for the administrative staff minimum qualifications are laid down. In this main focus is on the custodial and treatment staff.

Table 6.21 presents the ages of officers taken up for the study. The dimension of their rank has also been included in this. Thus, it may be observed that the total age variation of different staff is less than 25 years of age to above 55 years. Two per cent of the staff is in the group of less than 25 years. Twenty-six per cent of the officials fall within 35 to 45 years range. Similarly 34% of them fall between 25 to 35 years and 38% between 45 to 55 years. The six upper grade officials fall within the age group of 25 years to 55 years. Age-wise, the relatively lower level staff appears to be in majority. Thus it is found that officers are relatively younger as compared with the lower level staff.

**Religion**:

Although India is a secular country, the representation of different religions on the staff positions of government is
often a cause of contention. In the present case, 80% of the staff members are Hindus, followed by Muslims 8% and Jains 3%, and 2% Christian. Of course, 4% of the officers have not stated their religion. The next relevant variable would be of the caste. In this only Hindu respondents have been classified. (see tables 6.22 and 6.23). It is seen that majority of the staff members (24%) belong to Schedule castes/tribes. About equal proportion of the staff members (22% each) belong to Kshatriya and Vaishya Castes. Of course, 8% of them are Brahmins. And, the rest are unclassifiable on the count of caste. These are the social characteristics of the staff of the Borstal School. These are the people who would constantly interact with the inmates and provide treatment to inmates.

Marital status:

It is generally believed that the marital status of an individual is important and along with being married puts on the certain responsibilities. It may also be stated that some kind of stability is accorded in the dealings of a married person. In the present case, that of the staff of the Borstal School this variable has been taken up with them. It is observed that 6% of the staff members are married, 18% are unmarried and 3% are widowed. About 14% of the respondents have remained silent. On the whole it may be stated that except for a few staff members, the rest appear to be well-off in so far as marital status is concerned (table 6.24). It is now pertinent to take up the size of the families of the staff-members number of dependents.
Number of dependents:

There is much emphasis on the family size nowadays. For reasons more than one it hasrather become somewhat of a manner to maintain small families. Understandably, the lesser number of dependents on a person would set at rest many conflict in respect of family upbringing. Lesser the family responsibilities, one would be able to devote more time to the duty. This would directly in the positive change. Normally, a few decades ago joint family was invogue. But owing to urbanisation, the nuclear family has come to be more in frequency. Yet, joint-family system is still found in the rural areas of the country. How about the staff members of the Borstal in respect of number of dependents? As recorded in table 6.25, it is observed that majority (48%) of the staff members having dependents more than five, followed by (24%) those having 2 dependents and, 3 to 5 dependents in the case of 18% of the staff members. The findings indicate than the staff members appear to have relatively more number of dependents.

Education:

It is pertinent to take up the educational qualifications of the staff members. Considered to be a general preparation for life, education appears, even otherwise, an enabling factor to an individual. For the purposes of recruitment, formal educational level is considered. Treatment of offenders can hardly be considered an easy job bereft of certain basic qualities in the personnel (Clifford, 1976).
Considered to be highly technical, the psychological techniques and psychiatric aids are a field of specialists. Whether such personnel would be found in the Indian setting? In fact (table 6.26) it is observed in regard to the educational qualifications of the staff under study that a majority of them (28%) have attended middle school, 22% are SSLC, 20% have primary level education, 16% are graduates and the rest (14%) post-graduates. It is also seen that as compared with middle and lower level functionaries, the upper echelons appear to be more education-wise. Having dealt with the educational qualifications of the staff, it may now be relevant to look into their experience and ranking. It has already been discussed in the last chapter about the staffing pattern in the Borstal School. Usually there is administrative/custodial branch, then there are vocational, educational and medical branches. Of course, numerically the custodial staff is in majority. Being concerned with security aspects, the custodial staff influences the working of the institution. In the present case, although the main focus is on the treatment, yet, custody is equally important. Observably, 60% of the staff-members are custodial, followed by vocational 22%, educational 12% and the medical 6%. As has been mentioned earlier, the custodial staff out numbers the others (table 6.26). The rank positions are:

Superintendent (1), Jailor (1), Deputy Jailor (1), Assistant Jailor (3), Head Warders (5), Warders (19), Supervisor (5), Instructor (6), Teacher (6), and, medical staff (3). The
chain of custodial staff runs from Superintendent to Warders totalling about (30). The rest is either vocational staff or teaching or medical. It is the latter staff which is more relevant to the present study.

Experience:

Experience in any field of human activity is an enabling factor. In the case of corrections, its importance in the personnel cannot be bypassed (Colorado, n.d.). In the case of treatment, every case is unique in itself. It is here the role of experience of an officer on the job comes in handy. Sufficient experience on the job inculcates an amount of predictability in the working. It is a different matter that personnel become precedent bound. Yet, the factor of experience in the correctional work is a sine qua non. In the present case it is observed that the officers in different positions put together, are having experience on the job from less than 5 years to 30 plus years. Interestingly, the middle and lower wrung workers are relatively more number of years in the job than the upper echelons (table: 6.27). In the case of job-emoluments scales of pay have been provided in the last chapter. It hardly needs to be stated that the scales of are yet to be made more attractive, so that better talent gets attracted towards the job. Now, the aspects relating to the allotment of government quarter and promotion may be taken up. It if found that 86% of the staff members have to themselves the residential quarters. The rest i.e., 14% live outside the campus. Relating to promotions on the
job it is seen that 80% of them never had any promotion. Contrarily, 18% had received 1 promotion and 2% had it for three times. It may be noted that these promotees were from the lower-ranks (table : 6.28).

It would be in order to analyse those aspects relating to the staff which relate to their any other job-experience which they might have had before coming on to the present job. It may be observed from table 6.29 that 72% of the officials did not have any experience with prior job. They had been freshers. However, 22% had some experience of the job earlier and 6% had sufficient experience with the job : these officials are mainly from vocational, education and medical branches.

Did the officials receive any training before taking up the job ? The information in this respect is presented in table : 6.30. About forty-two per cent of the officials had sufficient training, 20% some training and the rest 38% had no training at all. Observably, those who under went training are mainly officers upto the rank of Assistant Jailor. The custodial personnel from the lowe-ranks appear to be not that training-wise. This may have implications for the treatment of the lads.

Having delineated the personal, social and professional background of the staff of the Borstal School, it may now be relevant to delve into the perceptions of the staff-members. How they perceive their job, their curiosity about better service conditions and what they think are the
important features of their job. Those features, when pursued may lead to fruitful results — whether on the job and while dealing with various officers of importance. These queries would also bring out indirectly the amount of professional commitment that the members display.

**Job performance:**

When on a job, it is expected that without bothering for anything undue one has to put forward the quota of work. If the internalisation of the work is complete, then, there should little room for any kind of dissonance from the working-focus. This is what has been emphasised by many (see Gilbert, 1980; Guenther & Guenther, 1972; Hepburn & Celesta, 1980). But the literature mainly concerns the adult-institutions. Given the structural and functional likeness between the adult-institutions and that of the Borstal, the research findings may prove of relevance.

The staff-members have been asked: "Do you feel it important that without bothering about reward of punishment, you must work hard?" The responses are presented in Table 6.3.

It is reflected in the response that about 48% of the staff-members feel it important to work hard without bothering about the reward of punishment. There are also those (8%) for whom it is not important. But the rest (44%) have remained undecided. The next item taken up is relating to one being promoted. "If you are promoted would you be able to take up the work of your immediate superior?" About
62% of the officials feel that they would be able to do the job of superior 'easily'. But there are also those who feel (10%) that they would be able to do the job after some training, 6% feel after some experience and the rest 22% are undecided (table 6.32). Further, the aspects that the staff-members consider most important for getting promotion are presented (table 6.33). The maximum frequency in this respect centres upon the influence of the higher authority, followed by hard work, support from influential person, inducement and others. Does this response pattern has other supplanting pieces?

Indeed, the working of the staff members is further probed. "If one person in the jail does not work properly, it does not make any difference" Interestingly 46% of the staff-members agree with it. There are also officers who disagree, but, their proportion (14%) is smaller. And, 40% of the staff-members have not expressed any opinion on this count (table 6.34).

Further taken up is statement "Despite efforts put in the section the working level of this branch cannot be improved". On this, majority of the staff-members (56%) express agreement, followed by those who have remained undecided (23%) and those who do not agree with (16%). The overall conclusion out of this would be that because of one reason or the other the officers are finding it difficult to improve their working in positive direction. This tendency may have far reaching implications for the treatment of the lads. Similarly, the next statement would
be that (tables : 6.35 and 6.36). "The working in the Borstal provides an opportunity for the staff-members to express their talent". Interestingly, on this count, about 68% of the officials disagree, followed by those agreeing with it (18%) and those who have remained undecided (14%). This response pattern again is a pointer to the state of affairs in the working of the Borstal School.

How much time do the staff-members spend in contacting the lads ? Observably, 42% state that not much time. About 38% feel most of the time in contacting the lads. Still there are staff-members who feel that they spend half the time and the rest state that they do not spend much time in contacting the lads (table : 6.37). Do the officers enjoy contacting and talking to the lads ? Majority of them state that (62%) they tolerate the contact, followed by those stating 'they do not like' and 'some what liking' and 'very much liking'. These are the response patterns in so far as interacting with the lads is concerned (6.38).

For behaviour modification of the lads through treatment an amount of effort is needed on the part of the staff-members to keep the lads happy and contented. Do the officials keep the lads happy and contented ? Forty-two per cent of the officials feel that it is important for them to keep lads happy and contented. There are also officials who (26%) feel otherwise, and, some of them (32%) have remained silent. To a further statement "do the jail officials keep the lads happy and contented". In this direction 48% feel
that many officers do keep the lads happy. Equally intense is the response category (38%) that none of the officials keeps the lads happy and contented. Of course, there are officials who have not said anything (6.39 and 6.40).

How much the officials think it necessary that the lads must be helped to modify their behaviour and thinking? (table : 6.41). A larger proportion of the officials (38%) feel that they personally give importance to changing the lads' behaviour and thinking. But there are officials who state that 'it is of no importance' (30%) and the remaining officials are undecided on this count. But when it comes to practising the same (table : 6.42) the officials state that 'none of the officials' does anything (52%) in this direction. There are officials who state that most of the officials do this (14%).

Security of the institution and that of the inmates is crucial for the proper running of the treatment programmes. In fact, for the effective treatment, some amount of freedom is also indispensable. Often it so precipitates that owing to the dissonance between the officials serving in different branches of the Borstal, the importance of treatment programmes get diluted. The officials have responded to the statement "Do you feel it important that the lads should be controlled that there is security in the institution"? (table : 6.43). About 64% of the officials feel that it is important, followed by those who feel it unimportant (32%) and the rest remaining
undecided. Interestingly, the response pattern goes according to the composition of the staff. "Do the officials of Borstal keep the lads under control so that there is security in the institution?" There is not much variation in response pattern. Sixty-six per cent agreeing and 24% disagreeing with the statement. Security is the concern of the custodial officials and they are in majority (table : 6.44).

When questioned 'do you like the nature of the work that you do in the institution?' Many of them are undecided (28%), and, about 24% have not given any answer. Yet, there are officials (22% and 13%) who state that they like it very much and the latter stating 'they like it' (table : 6.45).

The officials also have been asked what is the most attractive feature of their job? The results presented in table 6.46 reflect that 56% of them find the job-security, 24% easy nature of the job, 14% praise from the superiors and in lesser magnitude, popularity amongst the lads and good-income have been features attracting the officials.

In this section presented are the background aspects relating to inmates and that officials. The inmates, many of them, hail from low socio-economic background. There is hardly anything attractive in so far as their background is concerned. Such lads are the subject of treatment by the officials. Although not glittering, the background aspects of the officials are not entirely isolated from that of the
inmates. When the various factors relating to the job of
the officials is taken, there appears to be too much which
is yet to be incorporated. Within the given setting, these
are the parties who would interact to produce changes in
the lads. The aspects relating to the programmes provided to
the lads and their operation would be taken up in the
succeeding sections.