



## Prisoner and staff perceptions of procedural justice in English and Welsh prisons

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This research was conducted to develop measures of prisoners' and staff members' procedural justice perceptions, and to explore the variation and importance of these perceptions in English and Welsh prisons. Previous research has identified procedural justice perceptions as being relevant to a series of prisoner outcomes that are priority areas for Her Majesty's Prison and Probation Service (HMPPS), including misconduct, wellbeing and reoffending. Furthermore, previous research suggests that staff perceptions of procedural justice may have important implications for workforce maintenance, wellbeing and effectiveness. This work aimed to test prior research findings and expand HMPPS's understanding of procedural justice for prison staff and people in custody.

### Key findings

- Measures of prisoner and staff procedural justice (PJ) perceptions were created via factor analyses using data from Measuring Quality of Life (MQPL) and Staff Quality of Life (SQL) surveys administered between 2012 and 2015. Both scales had good internal consistency.
- Staff and prisoner PJ perceptions varied significantly according to individual characteristics. For prisoners, more positive perceptions were held by female prisoners, white prisoners, older prisoners and sentenced prisoners. For staff, more positive perceptions were held by female staff, Asian staff, senior management staff and staff who had been in post for shorter periods of time.
- Prison type exerted a larger effect on both staff and prisoner PJ perceptions than year of survey or the ratio of staff to prisoners in individual prisons. The poorest perceptions were held by staff in local, training and young people's prisons, and by prisoners in dispersal and young people's prisons.
- Poorer prisoner PJ perceptions were associated with more exposure to custody, self-reported self-harm and attempted suicide, and higher rates of prison-level assaults and disorder (in some prisons).
- More positive staff PJ perceptions were associated with, and predictive of, greater involvement, motivation and commitment to the organisation, greater rehabilitative orientation and less of a punitive orientation towards prisoners, less stress and lower sickness absence rates.
- Prisoner and staff views were related to each other. Staff members' positive PJ perceptions were associated with prisoners having more positive PJ perceptions. Staff being less punitive, more trusting, communicative and supportive of prisoners was associated with more positive prisoner PJ perceptions.
- Further work is needed to determine what factors predict staff and prisoner PJ perceptions. Provisional analysis suggests that one or more important variables have yet to be accounted for, although staff levels of trust, compassion and commitment towards prisoners appear significantly predictive of better prisoner PJ perceptions.
- The findings suggest that efforts to improve PJ perceptions might be best targeted at certain subgroups of prisoners and staff, and at certain types of prisons. Although causal relationships cannot yet be determined, the findings tentatively suggest that improving PJ perceptions may be linked with improved outcomes for staff and prisoners, and that improving staff perceptions could potentially be an avenue to improving those of prisoners.

The views expressed in this Analytical Summary are those of the author, not necessarily those of the Ministry of Justice (nor do they reflect government policy).

## Background

Securing the compliance of people in custody is essential if prisons are to be stable, ordered and peaceful environments. Keeping staff and prisoners safe, protecting the wellbeing of people in custody, and helping them to desist from reoffending in the future are legal requirements or priorities for most prison services, including for HMPPS.

PJ theory argues that experiencing fair and just procedures leads people to view the law and authority figures as legitimate, and to greater compliance with, and commitment to obey, the law (Lind & Tyler, 1988; Tyler, 1990). PJ involves four components: voice, neutrality, respect and trust (Tyler, 2008). People need to have the chance to tell their side of the story and to feel that authority figures will sincerely consider this before making a decision. People need to see authority figures as neutral and principled decision-makers. People need to feel respected and treated courteously by authority figures. Finally, people need to see authority figures as people with trustworthy motives, who are sincere and authentic.

Most PJ research has been conducted in court and police settings, and has provided empirical support for the relationship between PJ perceptions and compliance and co-operation with the law or authority (e.g. Mazerolle, Bennett, Davis, Sargeant, & Manning, 2013). PJ in prisons has received less empirical attention so far, but existing work suggests PJ is important for staff and prisoner outcomes.

The findings from a small body of research indicate that prisoners' perceptions of PJ are significantly related to, and predictive of, less prison misconduct, better mental health and lower reoffending rates after release – all of which are priority areas for most prison services (e.g. Beijersbergen, Dirkzwager, Eichelsheim, Van der Lann, & Nieuwbeerta, 2014; Beijersbergen, Dirkzwager, Eichelsheim, & Van der Lann, 2015a; Beijersbergen, Dirkzwager, & Nieuwbeerta, 2016). Previous research also suggests that prisoners who are older, have spent less time in custody, are in units with higher officer-to-prisoner ratios and who are looked after by staff with more positive attitudes towards rehabilitation have better perceptions of justice in prison (Beijersbergen, et al., 2014; Beijersbergen, et al., 2015a; Beijersbergen, Dirkzwager, Molleman, Van der Laan, & Nieuwbeerta, 2015b).

The very small body of work on prison staff has found relationships between positive perceptions of PJ and significantly higher job satisfaction ratings, intention to remain in the job, commitment to the organisation, better life satisfaction ratings and lower rates of burnout (Colquitt, Conlon, Weson, Porter, & Ng, 2001; Lambert, 2003, Lambert, Hogan, & Griffin, 2007; Matz, Woo, & Kim, 2015). Staff who feel treated fairly appear less likely to feel fearful and at risk of being victimised by prisoners at work (Taxman & Gordon, 2009). Furthermore, when staff felt treated fairly and justly, they were significantly more supportive of prisoner treatment, and less supportive of punishing prisoners (Lambert, Altheimer, Hogan, & Barton-Bellessa, 2011).

We conducted two studies to develop valid and reliable measures of, and explore, prisoners' and staff members' PJ perceptions in English and Welsh prisons. Our research questions were:

1. Do perceptions vary by prisoner or staff characteristics?
2. Do staff and prisoners' perceptions vary by prison type and across time?
3. Will prisoner perceptions be negatively related to how much time they have served?
4. Will prisoner perceptions be negatively related to incidents: self-reported self-harm and attempted suicide, and officially recorded incidents of assault, self-harm, disorder and self-inflicted death?
5. Will staff perceptions be positively related to their involvement and motivation, and commitment to the organisation, and negatively related to their stress levels and sickness absence?
6. Can prisoners' and staff members' PJ perceptions predict outcomes?
7. Are staff and prisoner PJ perceptions related? Are PJ perceptions related to staff views/orientation towards rehabilitation, support and punishment?
8. What factors predict staff and prisoner PJ perceptions?

## Approach

**Sample:** The datasets comprised MQPL (Liebling, Crewe, & Hulley, 2011) and SQL (Crewe, Liebling, & Hulley, 2011) questionnaire data gathered between January 2012 and December 2015. This included 190 MQPL survey administrations to 21,353 adult prisoners (average age of 35.1 years) and 141 SQL survey administrations to 15,515 prison staff (average age of 43.8 years). This represents a huge sample of individuals and prisons. All questionnaires were completed by hand. Table 1 provides a summary of staff and prisoner characteristics.

**Measures:** The MQPL and SQL surveys primarily consist of questions about the quality of life in prison (working or living there) answered on a 5-point Likert scale (strongly agree to strongly disagree). The items make up a series of dimensions measuring underlying theorised constructs of life in prison, such as relationships and respect (MQPL) and trust, compassion, and dynamic authority (SQL). The reliability and validity testing of MQPL and SQL have been quite limited. The items were derived over several studies/projects and the surveys have been mainly validated conceptually (Crewe et al., 2011; Liebling et al., 2011). The surveys also include background and demographic questions.

HMPPS Performance Hub data metrics were used, measuring assaults and disorder<sup>1</sup> incidents, staff sickness absences, prisoner and staff<sup>2</sup> population figures, number of people on levels of the Incentive and Earned Privileges scheme and the number of hours worked in industry. We took six months' worth of data prior to the SQL or MQPL administration dates at each prison, calculated monthly averages and then rates per 100 prisoners or staff members to account for different prison sizes.

**Analysis:** Five researchers independently chose MQPL and SQL items related to the four PJ components (voice, neutrality, respect and trustworthy motives). Items agreed by three or more researchers were shortlisted. After two rounds of choosing and debate, a provisional 29-item measure of prisoner PJ and 28-item measure of staff PJ were agreed on. Factor analyses were used to test the construct validity of the scales. Separate analyses were conducted for staff, and for male and female prisoners. Several rounds of exploratory factor analysis (EFA) with oblique rotation were performed. Models were confirmed on subsets of the data. Each

stage of EFA and confirmation of our models informed improvements to the scales.

Table 1: Sample characteristics

	Prisoners		Staff	
	N	%	N	%
<b>Gender</b>				
Male	19,454	91.1	8,285	53.0
Female	1,899	8.9	7,083	46.0
<b>Ethnicity</b>				
White	15,229	71.3	14,187	91.4
Black	2,257	10.6	414	2.7
Asian	1,421	6.7	322	2.1
Mixed	1,543	7.2	212	1.4
Other	187	.9	25	0.2
<b>Prison type</b>				
Dispersal	1,213	5.7	794	5.1
Training	7,958	37.3	5,461	35.2
Local	6,447	30.2	4,212	27.1
Women (all)	1,899	8.9	831	5.4
Open (male)	1,884	8.8	845	5.4
Young people	1,631	7.6	1,206	7.8
Dual designated	321	1.5	706	4.6
Under 18s	-	-	1,460	9.4
<b>Survey year</b>				
2012	4,142	19.4	894	5.8
2013	6,392	29.9	4,406	28.4
2014	6,056	28.4	5,60	36.1
2015	4,763	22.3	4,613	29.7
<b>Staff role</b>				
Disciplinary	-	-	5,744	37.0
Non-disciplinary (prisoner contact)	-	-	6,237	40.2
Non-disciplinary (no prisoner contact)	-	-	2,280	14.7
Senior management	-	-	865	5.6

Each person (with no more than 10% missing items) received a PJ score – the mean of scores of selected SQL or MQPL items in the PJ scales. Scores ranged from one to five, with a score of three indicating neutral, and higher scores indicating more positive perceptions. We used a number of statistical tests to examine the PJ scores and test our research questions. These included t-tests, ANOVA, ANCOVA, correlation and multiple linear regression, and calculated effect sizes.<sup>3</sup> Person-level analyses were conducted when a PJ score and the other measures were available for individuals (e.g. age or self-reported self-harm). Prison-level analyses were

<sup>1</sup> Barricades, concerted indiscipline, hostage taking and incidents at height.

<sup>2</sup> Full-time equivalent staff.

<sup>3</sup> As a guide, Pearson's r values of .1 are considered a small effect size, .3 medium and .5 large; partial eta squared ( $\eta_p^2$ ) values of .01 are considered small, .09 medium and .25 large.

conducted when variables were only measured at this level (e.g. officially recorded assaults) and used a prison-level PJ score (the average score for all people surveyed at that prison on that occasion).

## Results

### PJ scales

Full details of the factor analyses and how the final scales were derived can be obtained from the authors. In summary, for staff the analysis led us to a 27-item scale. The model explained 62.4% of the variance, and comprised three factors that correlated well with each other ( $r$  ranged between .49 and .64). The three factors and the overall scale had excellent internal consistency ( $\alpha$  ranged from .85 to .96).

For male prisoners, a 27-item scale, with a two-factor solution was produced, explaining 53% of the variance. The factors were correlated ( $r=.66$ ) and they, plus the overall scale, had excellent internal consistency ( $\alpha$  ranged from .85 to .95). Interestingly, when this factor solution was tested on female prisoners, all 27 items were supported, but a three-factor structure was a better fit. Two of the factors for women were very similar or the same as those for the men, but an additional factor, specific to items about fairness, was added. The final items in both scales can be found in the appendix.

### PJ by prisoner and staff characteristics

PJ scores could be calculated for 95.3% of prisoners ( $n=20,353$ ) and 94.8% of staff ( $n=14,701$ ). The mean score for prisoners was 2.9, and for staff was 3.2.<sup>4</sup> PJ perceptions differed significantly across a range of characteristics. Full details can be obtained from the authors. Women had significantly more positive PJ perceptions than men did in both the staff and prisoner samples.<sup>5</sup> Scores by age category also varied significantly.<sup>6</sup> The youngest prisoners had the poorest perceptions and the oldest the best. For staff, the youngest group (18–20 year olds) had the best perceptions, but scores then dropped for 26–30 year olds, and then showed a pattern of increased scores with increased age. Staff and prisoner scores varied significantly by ethnic group.<sup>7</sup> White prisoners had significantly higher PJ scores than Black, Asian and

mixed-race prisoners. Asian staff had significantly higher scores than all other staff groups.

Prisoners on recall had significantly poorer perceptions than sentenced or unsentenced/on remand prisoners.<sup>8</sup> Disciplinary staff scored more poorly than other staffing groups, whereas senior managers scored more highly than other groups.<sup>9</sup> Staff perceptions declined significantly with increased time in post.<sup>10</sup>

### PJ across time and prison type

Analysed at person-level, PJ scores for prisoners and staff differed significantly by prison type.<sup>11</sup> Although the size of effect was small, staff in open prisons had significantly higher scores than in most other prisons, and staff in local prisons had significantly poorer scores than all staff except those in young people's prisons (which hold people aged 18–20 years). Prisoners in dispersal prisons had significantly poorer perceptions than prisons in most other types (bar young and dual designated prisons). Prisoners in open prisons had significantly higher scores than in all other types. Figure 1 shows the pattern of scores, as well as the highest and lowest prison scores. This illustrates the differing variation in scores by type too. For example, scores for open prisons show much more variation than scores for dispersal prisons. In all prison types, prisoners had lower (more negative) perceptions of fair treatment than staff did.

PJ scores across the four survey years also showed significant differences when analysed at person-level<sup>12</sup> – highest in 2015 for staff, and in 2013 for prisoners. However, when data was analysed at prison level, and after controlling for differences in staff-prisoner ratio, the effect of year no longer persisted, but a large effect of prison type was identified. The findings and effect sizes at prison-level suggest that although staffing is a significant factor for staff and prisoner PJ perceptions, prison type is the most important feature. Something about the nature or culture of prison types seems to exert greater influence on how fairly and justly staff and prisoners feel treated. Furthermore, PJ scores in prisons within each type (which presumably hold reasonably similar prisoners to each other) vary, which may be due to differences in their individual cultures and approaches.

<sup>4</sup> Scores can range from 1 to 5; a score of 3 would be 'neutral', above three positive and below three negative.

<sup>5</sup> Prisoners:  $t(20351)=-8.08$ ,  $p<.001$ ,  $r=.06$ ; staff:  $t(14369.13)=-2.31$ ,  $p<.001$ ,  $r=.1$ , equal variances not assumed.

<sup>6</sup> Prisoners: Welch's  $F(5,7435.40)=170.31$ ,  $p<.001$ ,  $r=.21$ ; staff: Welch's  $F(6,3396.30)$ ,  $p<.001$ ,  $r=.09$ .

<sup>7</sup> Prisoners:  $F(4,19701)=58.49$ ,  $p<.001$ ,  $r=.15$ ; staff:  $F(5,14700)=16.29$ ,  $p<.001$ ,  $r=.07$ .

<sup>8</sup> Welch's  $F(3,309.65)=31.90$ ,  $p<.001$ ,  $r=.07$ .

<sup>9</sup> Welch's  $F(4,1856.23)=795.92$ ,  $p<.001$ ,  $r=.39$ .

<sup>10</sup> Welch's  $F(4,1931.56)=41.61$ ,  $p<.001$ ,  $r=.10$ .

<sup>11</sup> Prisoners:  $F(6,20329)=58.75$ ,  $p<.001$ ,  $\eta_p^2=.02$ ; staff:  $F(7,4576.62)=14.41$ ,  $p<.001$ ,  $\eta_p^2=.007$ .

<sup>12</sup> Prisoners:  $F(3,20329)=4.13$ ,  $p<.01$ ,  $\eta_p^2=.001$ ; staff:  $F(3,1271.57)=3.41$ ,  $p<.05$ ,  $\eta_p^2=.001$ .

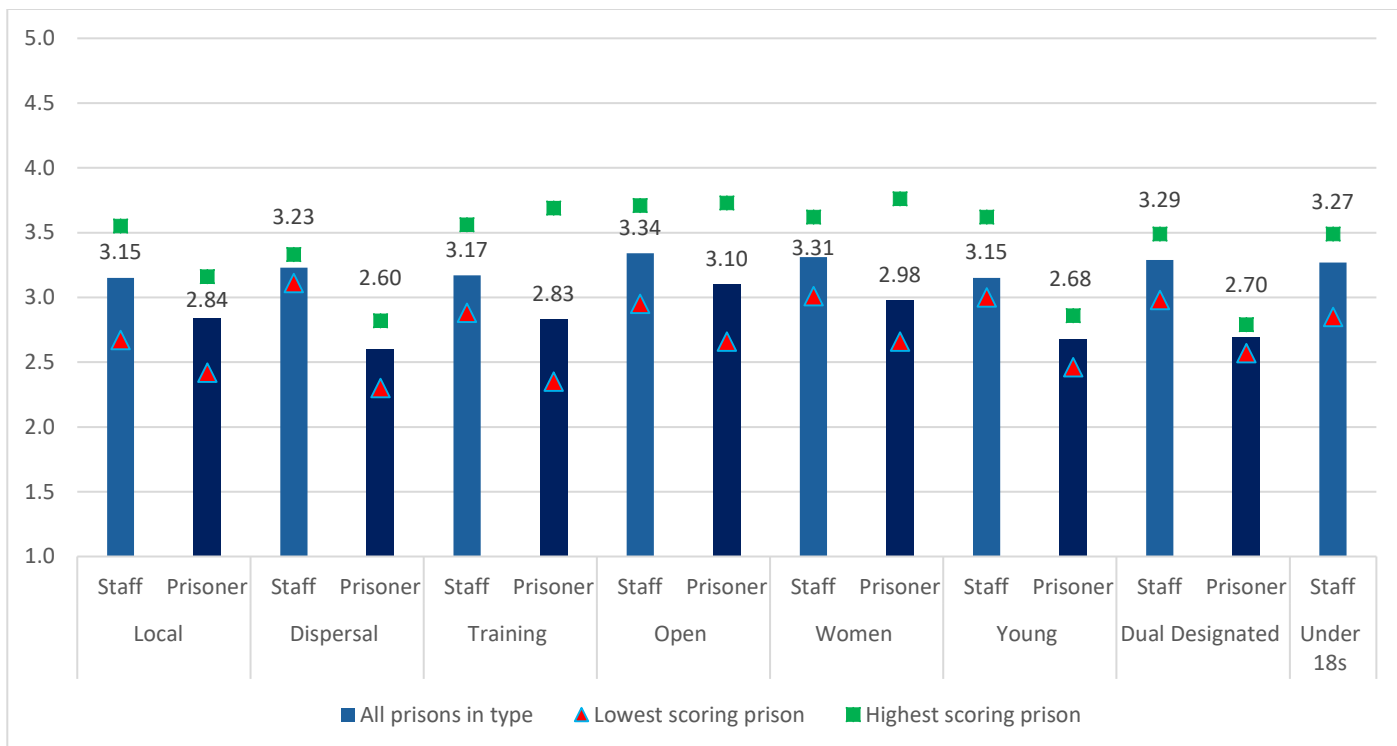


Figure 1: Mean PJ scores by prison type, and highest and lowest scoring prisons in each type

### PJ and time served

Findings from analysing PJ scores and three different measures of time served consistently suggested that the more exposure people have to custody, the poorer their perceptions of fair and just treatment. Significant differences (with patterns of declining scores with increased time) were found for how many prison sentences people had served,<sup>13</sup> how much of their current sentence had been served<sup>14</sup> and how much time people had served in their current prison.<sup>15</sup> One exception was observed – once people had served more than 10 years of their current sentence, perceptions rose significantly.

### PJ and prisoner outcomes

At person level, although the differences were small, the analysis showed that people who reported self-harming or suicide attempts had significantly poorer PJ perceptions than those who didn't.<sup>16</sup> More detailed analysis (Figure 2), showed that people reporting these behaviours in their current prison (i.e. who had recent experience) had the lowest scores, even compared with people who may have engaged in these behaviour at an earlier time in life.

At prison-level, significant but small negative relationships ( $r=-.3$ ) between prisoner PJ scores and

rates of assault and disorder indicated that as perceptions improved, incidents reduced. Interestingly, when analysed further by prison type, this relationship occurred only in training and women's prisons. Our regression analyses of 70 prisons did not, however, identify PJ as a significant predictor of incidents.

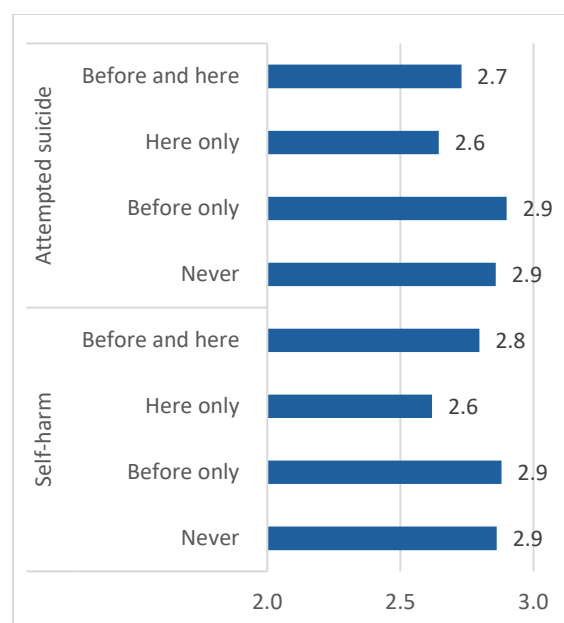


Figure 2: Mean prisoner PJ scores by self-reported self-harm and self-reported attempted suicide

<sup>13</sup> Welch's  $F(4, 6632.82)=45.73, p<.001, r=.09$ .

<sup>14</sup> Welch's  $F(5, 1347.14)=7.95, p<.001, r=.08$ .

<sup>15</sup>  $F(4, 7185.58)=26.99, p<.001, r=.07$ .

<sup>16</sup> Self-harm:  $t(6970)=4.01, p<.001, r=.05$ ; attempted suicide:  $t(357.50)=3.59, p<.001, r=.19$ .

## PJ and staff orientation and outcomes

Staff PJ scores were significantly and positively related to staff positive views and orientation towards prisoners ( $r$  ranged between .3 and .6). Feeling treated fairly and justly as a staff member was associated with more trust, compassion and commitment towards prisoners, more positive attitudes and support towards them, and less punitive and disciplinarian views. Furthermore, larger significant and positive correlations ( $r$  values of .6 and .7) indicated that higher staff PJ scores were associated with greater commitment, involvement and motivation in their roles at work. Small and significant negative correlations were found between staff PJ, stress ( $r=-.4$ ) and sick absence rates ( $r=-.21$ ). More positive perceptions were associated with less stress for individuals, and lower sick absence among prison staff.

Multiple regression, at person and prison level, identified staff PJ perceptions to be a significant predictor of stress, sickness absence, orientation towards prisoners and orientation towards the organisation/work roles. The percentage of variance explained by the models varied – at person-level between 19% (stress model) and 53% (involvement and motivation model). PJ was the most important predictor in all of the models, contributing more to these outcomes than age, gender, role, time in post and prison type. Similar results were seen when analysed at prison-level, although the percentage of variance ranged from 14% (orientation towards prisoners model) to 82% (staff involvement and motivation model).

## Relationship between staff and prisoner scores

A small, significant and positive relationship ( $r=.5$ ) between PJ scores suggested that more positive prisoner perceptions were related to more positive staff perceptions. Further significant correlations, small and medium in size ( $r$  ranged between .3 and .6), indicated that when staff more strongly agree with helping, believing and trusting prisoners, taking an interest in and advocating for them, and the less oriented they are towards punishment, control and being distant towards prisoners, the more fair and just prisoners in their care perceive their treatment to be.

## Predicting staff and prisoner PJ

Multiple regression was used to identify predictors of PJ. For staff at person-level, role, time in post, prison type, survey year and ethnicity were significant predictors (age and gender were not). However, the model only explained 16% of the variance in PJ scores, indicating that there may be other things more important in predicting staff PJ that were not accounted for in our model. At prison-level, prison type and staff-prisoner ratio were significant predictors of PJ, but age and survey

year were not. The model explained around a quarter of the variance in PJ scores.

For prisoners at person-level, many variables were found to significantly predict PJ (prison type, age, ethnicity, conviction status and some of the categorical time served variables), supporting the earlier analyses which indicated these variables to be important for PJ. However, as the model only explained 9% of the variance in scores, it was clear that something (or multiple things) more important to predicting PJ had not been accounted for. At prison-level our model was more successful, accounting for 63% of the variance in prisoner PJ scores. Only age and staff scores for trust, compassion and commitment towards prisoners were significant. The latter was the more important contributor – a one point increase in staff score for this measure corresponded to a 1.2 point increase in prisoner PJ score.

## Limitations

Firstly, using prison-level data (unavoidable at times) substantially reduced the sample size, and thus the power of some of our analyses. This may have resulted in findings not emerging as significant which might have been otherwise, and prevented some comparisons due to the size of subgroups. By measuring misconduct at prison-level, the relationship between an individual's perceptions and their personal conduct could not be tested. Secondly, appropriate data was not always available or useable. For example, the metric for crowding was introduced part way through our data period, and staff sickness data in 2012 was not available. Thirdly, we acknowledge limitations with data quality. For example, hours worked in industry did not account for 'acceptable' absences, and staffing numbers only included full-time equivalent staff. Furthermore, whilst the self-report SQL and MQPL data allows us to measure hard-to-observe constructs like perceptions, it has limitations, such as being potentially influenced by situational or contextual factors. Fourthly, underrepresentation of some staff and prisoner groups, and prison types, prevented some comparisons. Finally, although the underlying structure of procedural justice warrants further investigation, it is understood to some degree and so ideally we would have used Confirmatory Factor Analysis in the construction of our measure. However, software enabling this was not available to us at the time.

## Summary, conclusions and implications

The PJ scales for prisoners and prison staff, had good face and content validity, internal consistency and convergent validity, and acceptable construct validity. Exploring staff and prisoner PJ perceptions in English and Welsh prisons led to findings that supported and added to the existing evidence-base for the importance of PJ perceptions in criminal justice settings.

Based on very large samples, variations in PJ scores according to a number of staff and prisoner characteristics, including gender and ethnicity, raise questions about whether certain subgroups are treated differently. Whether this reflects objective or subjective differences, variations in perceptions amongst staff and prisoner groups may have important consequences for the smooth and safe running of prisons. Differences by demographic and role/status characteristics suggest that efforts for improving PJ perceptions could be targeted particularly at certain subgroups.

Prison type appeared to exert the largest effect on both staff and prisoner justice perceptions, more so than year of survey or the ratio of staff to prisoners in individual prisons. Although there was variation in PJ scores between prisons in each type, overall, the poorest perceptions were held by staff in local, training and young people's prisons, and by prisoners in dispersal and young people's prisons. Again, this may guide the targeting of efforts to improve PJ perceptions in HMPPS.

Consistent with previous research, the findings identified a relationship between poorer prisoner PJ perceptions and more exposure to custody, self-reported self-harm and attempted suicide, and higher rates of assaults and disorder (in some prison types). Although the effect sizes for these outcomes ranged from very small to medium, any potential avenue to affect change in these behaviours in custody is worth pursuing.

Also consistent with previous research were the associations identified between more positive staff PJ perceptions and their involvement, motivation and commitment to the organisation, greater rehabilitative orientation and less punitive orientation towards prisoners, less stress and lower sickness absence rates. Staff PJ perceptions predicted better outcomes. We cannot yet determine causal relationships, but this tentatively suggests that improving staff PJ might potentially be a way to affect the running and culture of prisons.

Staff members' positive PJ perceptions were associated with prisoners having more positive PJ perceptions. Furthermore, staff being less punitive and more trusting, communicative and supportive of prisoners was

associated with more positive prisoner PJ perceptions. Without yet being able to determine causality, this again might suggest that investing in improving staff PJ perceptions could potentially have a knock-on positive effect on prisoner perceptions.

Predicting PJ was more problematic. Despite many variables (at person and at prison level) being included, the findings for staff PJ suggested that additional important variables had not been accounted for. For prisoners, similar difficulties predicting person-level PJ were experienced, although at prison-level, staff levels of trust, compassion and commitment towards prisoners were significantly predictive. This suggests, again tentatively, that investing in staff may be an avenue to influence prisoner PJ perceptions in custody.

## Recommendations

In light of the findings, and the previous international research on PJ, the following recommendations are made for HMPPS:

1. Given the previous research that suggests improved PJ perceptions can improve a number of outcomes, and the associations between PJ and outcomes identified in this study, prison staff at all levels across HMPPS should be made aware of PJ (what this is and how it can help to achieve better outcomes), and supported and encouraged to explicitly incorporate the four principles into all of their decision-making and use of authority (relating to staff and prisoners). This study also suggests that particular efforts could be made to enhance justice perceptions amongst subgroups of staff and prisoners who seem to have the poorest perceptions.
2. The association between PJ and violence and self-harm in custody, and between PJ and prison staff sickness and stress, indicates that programmes of work aiming to address these outcomes should capitalise on procedural justice research as one avenue that may assist in achieving their goals.
3. Given the link between PJ and compliance, the principles of PJ should be incorporated into policies with the aim of enhancing both staff and prisoner compliance with rules and regulations.
4. Investment in shaping and improving the attitudes of staff to be more rehabilitative and less punitive, and improving their perceptions of PJ in the workplace, should be made. The findings and wider evidence on PJ suggests that this could help develop and protect staff wellbeing, foster commitment to the organisation and their work, as well as potentially having a positive effect on how prisoners perceive their treatment in custody.

5. Prison types with more positive staff and prisoner perceptions of PJ should be explored further to identify learning for prison types with less positive perceptions of procedural justice.

## Future research

Further research should be conducted in prisons and community settings (with staff, prisoners and people on probation) to more fully understand how to affect justice perceptions and what effect these perceptions (and changes to them) may have on outcomes (including wellbeing, work-related behaviour and views such as job satisfaction, sickness absence and commitment, staff-prisoner/supervisor relationships, misconduct in prison, compliance in the community and longer-term recidivism). Future studies should aim to use person-level data, enabling larger sample sizes and better examination of relationships between PJ and behaviours. Examining the PJ scales created in the current study as standalone measures, and further validation to substantiate the scales, would be worthwhile. During future development, the creation of a shorter scale may also prove economic if it were to be used as a standalone measure.

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*Her Majesty's Prison and Probation Service is committed to evidence-based practice informed by high-quality social research and statistical analysis. We aim to contribute to the informed debate on effective practice with the people in our care in prisons, probation and youth custody.*



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## Appendix: Staff and prisoner procedural justice scales

Staff items	Prisoner items
1. I rarely feel involved in the decision making process in this prison	1. Overall, I am treated fairly by staff in this prison
2. I do not feel part of the bigger picture in this prison	2. I feel I am treated with respect by staff in this prison
3. I have confidence in the Senior Management Team in this prison	3. Staff here treat prisoners fairly when applying the rules
4. There are times where Governors in here fail to support staff in dealing with prisoners	4. My legal rights as a prisoner are respected in this prison
5. I trust the Senior Managers in this prison	5. Staff in this prison show concern and understanding towards me
6. The Governor is concerned about the wellbeing of staff in this prison	6. I am treated as a person of value in this prison
7. It is not worth putting in extra effort in this prison, as it would go unrecognised	7. I trust the officers in this prison
8. My experience of communication between staff and management is good in this prison	8. When I need to get something done in this prison, I can normally get it done by talking to someone face-to-face
9. Praise for my work and achievements is rarely given to me	9. Staff in this prison often display honesty and integrity
10. I am kept well informed of what is going on around the prison	10. Privileges are given and taken fairly in this prison
11. Senior Managers are approachable when I need to discuss an issue with them	11. Staff in this prison tell it like it is
12. The success that I achieve in my working day in this prison is recognised and rewarded	12. When important decisions are made about me in this prison I am treated as an individual, not a number
13. I feel respected by Senior Managers in this prison	13. Staff here treat prisoners fairly when distributing privileges
14. I have confidence in the system of performance measurement used in this prison	14. The rules and regulations are made clear to me
15. I am valued as a member of staff by senior management in this prison	15. Control and restraint procedures are used fairly in this prison
16. I am treated fairly by senior managers in this prison	16. The regime in this prison is fair
17. I feel respected by line management in this prison	17. This prison is poor at treating prisoners with respect
18. I am trusted by line management in this prison	18. Most staff address and talk to me in a respectful manner
19. I am treated fairly by supervisors/line managers in this prison	19. I am not being treated as a human being in here
20. My line manager is approachable when I need to discuss an issue with him/her	20. This prison is poor at giving prisoners reasons for decisions
21. I am valued as a member of staff by supervisors/line managers in this prison	21. Decisions are made about me in this prison that I cannot influence
22. I trust my line managers	22. All they care about in this prison is my risk factors rather than the person I really am
23. I am trusted by senior managers in this prison	23. You never know where you stand in this prison
24. I am treated fairly by the Prison Service	24. Decisions are made about me in this prison that I cannot understand
25. I am valued as a member of staff by the Prison Service	25. To get things done in prison, you have to ask and ask and ask
26. I trust the Prison Service	26. In this prison things only happen for you if your face fits
27. I am trusted by the Prison Service	27. In general I think the disciplinary system here is unfair