



# CORRECTIONS CAREERS



## EUROPEAN CAREER COUNSELLING GUIDELINES **FOR STAFF WORKING** IN CRIMINAL CORRECTIONAL JUSTICE SYSTEM

# WP5

## 5.1 POLICY WORKSHOP



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**CORRECTIONS**  
C A R E E R S

# CCJ4C

**Perspectives on career in  
correctional services**

***International seminar***



**Bucharest**

***2<sup>nd</sup>-3<sup>rd</sup> of November 2022***



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4J 12883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# Content:

## Table of Contents

<i>Introduction/Description:</i> .....	<b>3</b>
<i>Agenda of the workshop:</i> .....	<b>3</b>
<i>Participants of the workshop:</i> .....	<b>4</b>
<i>Discussions engaged:</i> .....	<b>5</b>
<i>Recommendations:</i> .....	<b>6</b>
<i>Evaluation of the workshop</i> .....	<b>10</b>
<i>Publicity of the workshop:</i> .....	<b>11</b>
<i>Annexes:</i> .....	<b>12</b>
<b>1. Participants list</b>	
<b>2. Agenda</b>	
<b>3. Presentation of the project</b>	
<b>4. Comparative data table</b>	





# CORRECTIONS CAREERS

## Introduction/Description:

Following the work done in the previous work packages of CCJ4C project, within Work Package 5 – *Development of policy action recommendation based on the evidence built in the project for the development of a career guidance mechanism in CCJ* on 2<sup>nd</sup>/3<sup>rd</sup> of November 2022 , SNPP - leading partner of WP5, organized, in Bucharest, an international seminar.

The seminar was meant to be an opportunity to disseminate the results of the project achieved so far and to test if the results are meaningful for other jurisdictions than those involved in the project. The discussions during the seminar helped us to shape a set of proposals for the correctional career, proposals which are to be further discuss at a European level.

According with the project requirements, in the organized seminar we were supposed to involve at least 4 countries, other than in the partnership, ready to replicate our process.

## Agenda of the workshop:

Having in mind the increased number of participant countries (8 countries: Bulgaria, Hungary, Moldova, North Macedonia, Romania, Norway, Serbia and Spain) and the complexity of the subject, the workshop was organized in 2 days as follows (Annex 1):

**First day** focused on the work as prison officer especially regarding recruitment and promotion in career with recommendation on career guidance.





# CORRECTIONS CAREERS

**Second day** was focused on challenges regarding prison officers' careers and visit of one of the biggest prisons in Romania: Jilava Penitentiary. The participants had the opportunity to visit the former prison (used for political imprisonment) and the current facilities of the unit. During the visit, we used the Romanian example in what regards the perspective changes: the changes in HR in prison service. Most of the Eastern Europe representatives declared that they faced somehow similar situations.

## Participants of the workshop:

The workshop was organized with 23 participants (Annex 2) representing 8 countries:

- Romania: National Trade Union of Prison Policemen executives and trade union leaders from the following units: Rahova Penitentiary, Jilava Penitentiary, Giurgiu Penitentiary, Miercurea Ciuc Penitentiary, Timișoara Penitentiary and Prison Hospital Mioveni. Also a representative of Publisind Federation
- Bulgaria: 2 representatives of Trade Union of Prison Staff in Bulgaria
- Hungary: 3 representatives of National Federation of Independent Prison Service Trade Union
- Moldova: 2 representatives of Sindlex Trade Union Federation and Warder Trade Union
- North Macedonia: 2 representatives of the Trade Union of Prison and Administration
- Norway: 1 representative of The Correctional Service Trade Union
- Serbia: 2 representatives of the Nezavisnost Trade Union of Administration, Judiciary and Police
- Spain: 1 representative of the Prison Administration Trade Union





# CORRECTIONS CAREERS

## Discussions engaged:

The meeting started with a brief presentation of the participants followed by a presentation of the project and main findings (Annex 3). The participants had the chance to comment to the results presented and refer to their countries situation. Based on the information's provided by the participants, a table containing comparative data was built (Annex 4).

There were different remarks regarding the situation in different European countries, but the participants agreed with the results presented (the data are also representative in general lines for their countries). The CCJ4C infographic describes very well the general situation, and the participants validated the competencies identified and the description of the proficiency level as being suitable for correctional career.

The case of development of Romanian prison service was also presented during the 2 days with debates starting from the selection process that was done in the communist period (the main criteria being to have "healthy roots", no matter the education. After 1989 become compulsory for prison guards to graduate at least 10 grades. Then in 2004, once with demilitarization of the prison service, become mandatory for each prison officer to have at list a high school diploma. It was given 3 years to complete the requirements, those who failed were dismissed. Nowadays, there is a lot of prison officers (aprox 25%) that have academics degree even thou they don't need such qualification for the position they held. This situation is common in other countries where prison officers are following university studies because they want personal development and not as part of their jobs. Those who then will succeed to advance in career are probably to remain in the prison service, while others, who don't get a chance of promotion will probably leave the service for better jobs.





# CORRECTIONS CAREERS

Each prison service is now populated with younger people – there is a shift of generation, but the system of teaching/training is still the same. Should be propose new methods or ways to adapt the training system to the new generation: as example they like more short movies than to read a chapter. The young generation praise more the free time than the bonuses from extra work.

There is still a few research done within the prison agencies regarding staff. There should be involved universities and research institutes to realize research about staff and prison organization. This is generally difficult, having in mind that we talk about closed organizations but if there is no measurement there will be no improvement.

Safety and security are a very big concern. Besides structural factors that should be provided like enough staff and improve work environment there is a clear need of self-defence courses and the need of psychological/counselling support.

In terms of Career counselling, it is generally noticed that there is no formal mechanism in place, only some actions or initiatives implemented locally. Therefore, the participants debated each phase of the career, making different recommendations which are to be base of discussions for further steps of the project.

## Recommendations:

1. Allow sufficient time for the applicants (newcomers) to understand the specific of the work. The induction process should be sufficient to better prepare the new commers.
2. It is of outmost important to clarify which is the trajectory that a new prison officer can have, what are the requirements and obligation for each function. A clear description should be done, and this should be available for consultation.





# CORRECTIONS CAREERS

3. The promotion should be done after enough time spent in service – minimum years required, and minimum experience in management position should be clearly defined.
4. The contractual conditions should be clear and remain unchanged during the contract – no worse condition on pension (for ex.) than those at the beginning of the contract.
5. There should be factors of motivation/ bonuses for those who decide and who can work after the minimum conditions of pension are fulfilled.
6. There should be available enough training for each position in the chart.
7. There should be enough staff, following a standard, to reduce the stress and burnout. Perhaps a European standard should be proposed.
8. Having in mind that no country has a prison career counselling this should be a position mandatory for all services or should be mentioned express into the job description of the HR responsible.
9. The salary provided should be sufficient to represent a motivational factor.
10. Working conditions, (as well as detainees living conditions), should be decent. It seems that in the countries where the labour inspection is independent and organized outside the prison, the working conditions are better.
11. Each prison service should start a program targeting wellbeing and work/life balance. We should focus on the elements that will lead at increasing life expectancy for staff working in prison.







## CORRECTIONS CAREERS

12. The working program of the prison officers should always be a subject of discussion/negotiation with the employees' representatives (trade unions). Quite often, the impossibility of choosing the right program impacts on turnover.
13. There should be organized an European campaign regarding prison careers using the good results obtained by each of the prison services to improve the image of the profession.
14. Having in mind that there is not enough training for all the prison officers become very important the role of the mentors. Each prison service should start a program of identifying the mentors, train them, bonify them and recognize mentoring as part of the job.
15. Recruitment is almost everywhere transparent but, in some cases, due to the lack of application in fact there is no competition process. So, it become very important to clearly define the requirements and the job description to get the right person.
16. There are certain differences regarding the number of applicants for prison service. Those who do advertising (Romanian prison service) have more applicants. Therefore, it is recommended to organize campaigns to recruit keeping in mind the geographical location for education and recruitment of new employees.
17. It is recommendable to have collaboration with job centres or vocational centres to promote prison work.
18. Prison administration should be encouraged to organize training programs for prison staff in collaboration with universities. Also, the training schools of the prison service should be recognized by the general education system and should provide the qualifications/ recognitions in the labour market.





## CORRECTIONS CAREERS

19. There should be flexibility regarding relocation of staff between units or between corps. This will allow either to better balance the work life with personal life either will offer chances to advance in career if there are any opportunities in prisons other the one you work in.
20. There should be investment done in training the leaders/manager show to provide support and how to create a good working environment. This also includes the discussions and counselling of the staff.

**As general conclusion and very broad recommendation: the prison services should pay more attention to comply with Recommendation Rec(2006)2-rev of the Committee of Ministers to member States on the European Prison Rules, part V – Management and staff**





# CORRECTIONS CAREERS

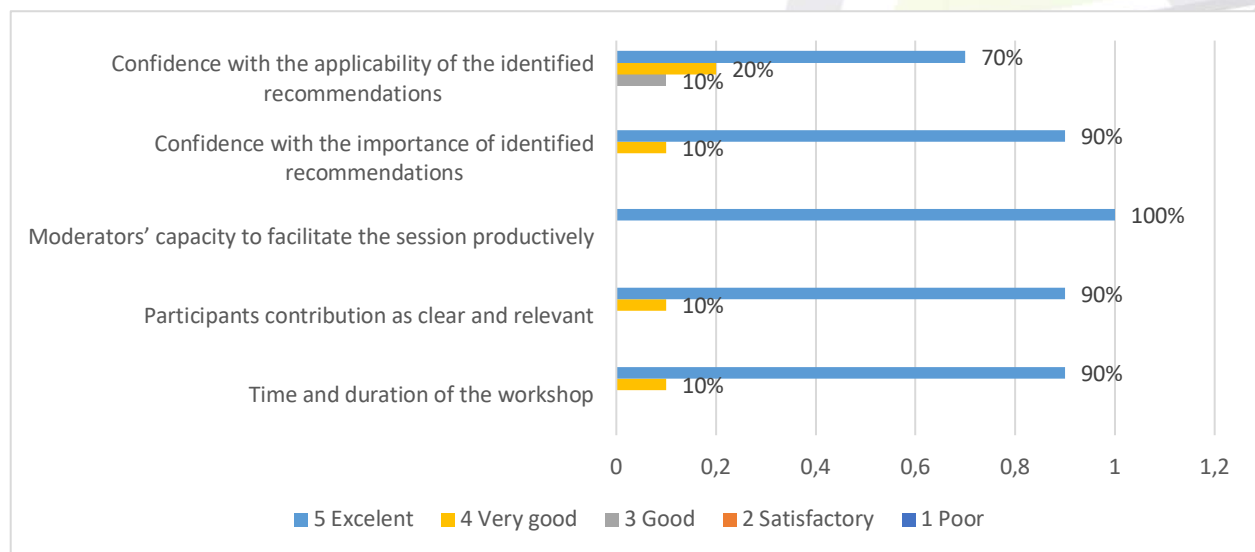
## Evaluation of the workshop

All the participants were asked to complete a satisfaction questionnaire to evaluate the session.

All the participants considered that they were provided with sufficient information before the workshop, considered that the seminar meets or exceed their expectations and rated unanimously as excellent the following aspects:

- Working environment
- Time to introductions and finding out the background of other participants
- Mutual understanding among participants

Other aspects regarding the seminar were appreciated as follows:



The biggest barrier in communication that was identified was that not all the participants were English speakers and had to rely on their colleague's translation.

The recommendation of organizing more such actions was frequently met, the event being seen as a very good opportunity to share knowledge and good practice and inmate's radicalization was inserted as a suggested topic for the future.





# CORRECTIONS CAREERS

## Publicity of the workshop:

The Activity was illustrated on the website of SNPP as well as on participants Facebook:



Co-funded by the Erasmus+ Programme of the European Union

The European Commission support for the production of this publication under the project CCJ4J 12883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# CORRECTIONS CAREERS

Annexes:

5. Participants list
6. Agenda
7. Presentation of the project
8. Comparative data table



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4J 12883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# CORRECTIONS CAREERS

## European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice System

### Perspective ale carierei în domeniul corecțional

#### Lista participanți

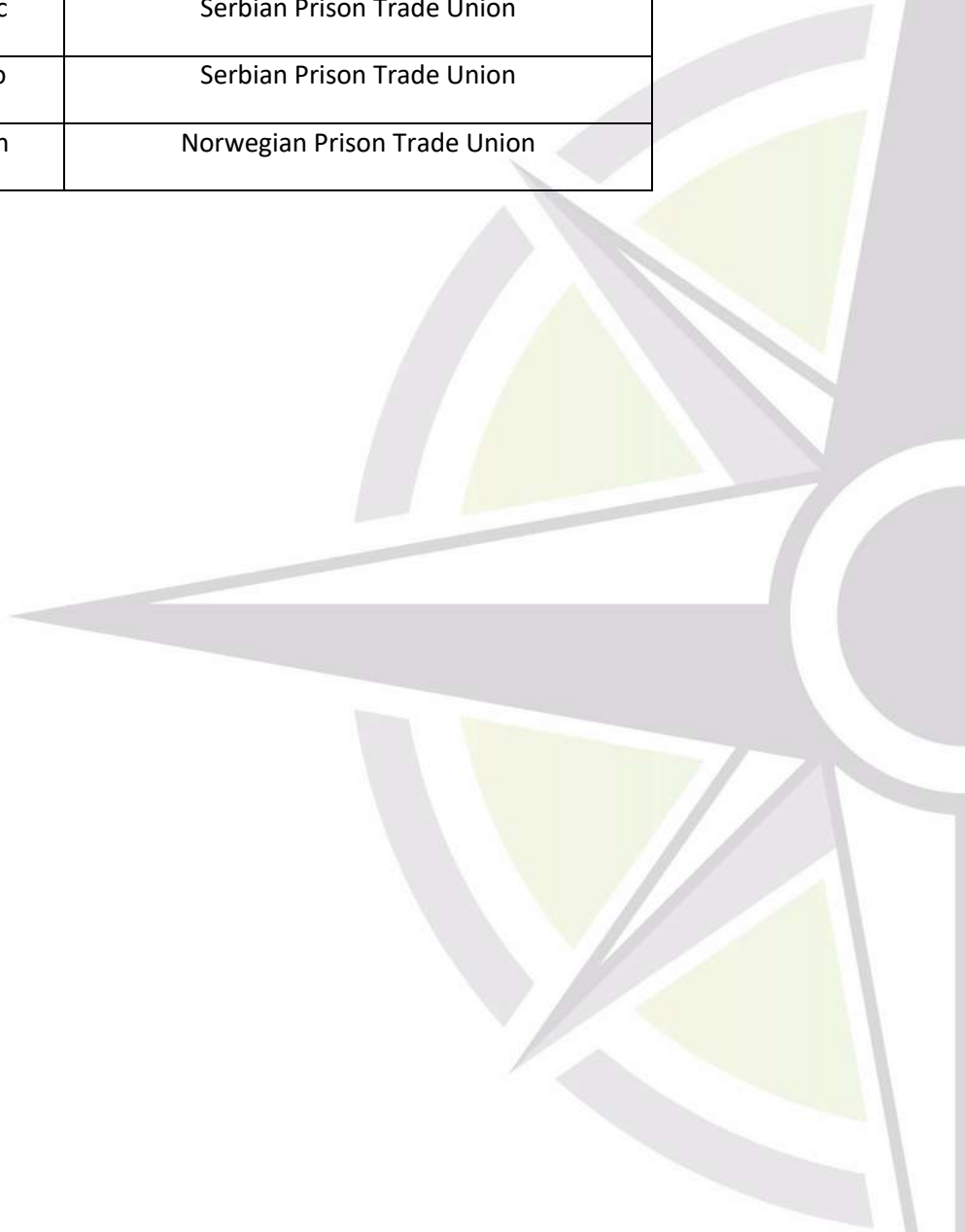
	Participant	Organizație
1.	Adrian Neagoe	Sindicatul Național al Polițiștilor de Penitenciare
2.	Stefan Teoroc	Sindicatul Național al Polițiștilor de Penitenciare
3.	Catalina Andrei	Sindicatul Național al Polițiștilor de Penitenciare
4.	Mihaela Neacsu	Sindicatul Național al Polițiștilor de Penitenciare
5.	Florin Stoica	Sindicatul Național al Polițiștilor de Penitenciare
6.	Csaba Gal	Sindicatul Național al Polițiștilor de Penitenciare
7.	Duricu Marius	Sindicatul Național al Polițiștilor de Penitenciare
8.	Serban Oprică	Sindicatul Național al Polițiștilor de Penitenciare
9.	Elena Tic	Federatia Publisind
10.	Zoltan Takacs	Hungarian Prison Trade Union
11.	Dr Muller Csaba Elod	Hungarian Prison Trade Union
12.	Szatmari Istvan	Hungarian Prison Trade Union
13.	Alberto Telez Martinez	Spanish Prison Trade Union
14.	Andrei Ivanov	Moldovian Prison Trade Union
15.	Angela Otean	Moldovian Prison Trade Union
16.	Goran Risteski	North Macedonia Prison Trade Union
17.	Igor Risteski	North Macedonia Prison Trade Union





# CORRECTIONS CAREERS

18.	Jasen Todorov	Bulgarian Prison Trade Union
19.	Stanislav Zagorski	Bulgarian Prison Trade Union
20.	Dragan Cabric	Serbian Prison Trade Union
21.	Stanisic Janko	Serbian Prison Trade Union
22.	Sven Erik Rath	Norwegian Prison Trade Union





# CORRECTIONS CAREERS

## European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice System

### AGENDA

**01.11.2022 – arrival of the participants**

**20:00 – dinner**

**02.11.2022 – Career counselling in prison service**

<b>09<sup>30</sup>-11<sup>00</sup></b>	<b>Welcome speech</b> Introduction of the participants organizations Presentation of the project
<b>11<sup>00</sup>-11<sup>30</sup></b>	<b>Coffee Break</b>
<b>11<sup>30</sup> – 13<sup>00</sup></b>	<b>Work as prison officer</b> Recruitment and career
<b>13<sup>00</sup>– 14<sup>00</sup></b>	<b>Lunch break</b>
<b>14<sup>00</sup> – 15<sup>30</sup></b>	<b>Recommendation regarding career guidance for prison staff</b>
<b>15<sup>30</sup>- 16<sup>00</sup></b>	<b>Conclusion</b>
<b>16<sup>00</sup>-20<sup>00</sup></b>	<b>Free time</b>
<b>20<sup>00</sup></b>	<b>Dinner</b>







# CORRECTIONS CAREERS

03.11.2022 – Applied visit Jilava prison

<b>08<sup>00</sup></b>	<b>Departure from the hotel (minibus)</b>
<b>08<sup>00</sup>-09<sup>00</sup></b>	<b>Travel to Jilava prison</b>
<b>09<sup>00</sup>-11<sup>00</sup></b>	<b>Challenges regarding prison officers' career</b>
<b>11<sup>00</sup>- 13<sup>00</sup></b>	<b>Visit prison</b>
<b>13<sup>00</sup> – 14<sup>00</sup></b>	<b>Lunch</b>
<b>14<sup>00</sup>- 14<sup>30</sup></b>	<b>Conclusions</b>
<b>14<sup>30</sup>-15<sup>30</sup></b>	<b>Travel back to Bucharest</b>
<b>16<sup>00</sup> – 17<sup>00</sup></b>	<b>Visit the Parliament of Romania</b>
<b>18<sup>00</sup></b>	<b>Dinner</b>



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# EUROPEAN CAREER COUNSELLING GUIDELINES FOR STAFF WORKING IN CRIMINAL CORRECTIONAL JUSTICE SYSTEM

International stakeholders event



Co-funded by the  
Erasmus+ Programme  
of the European Union

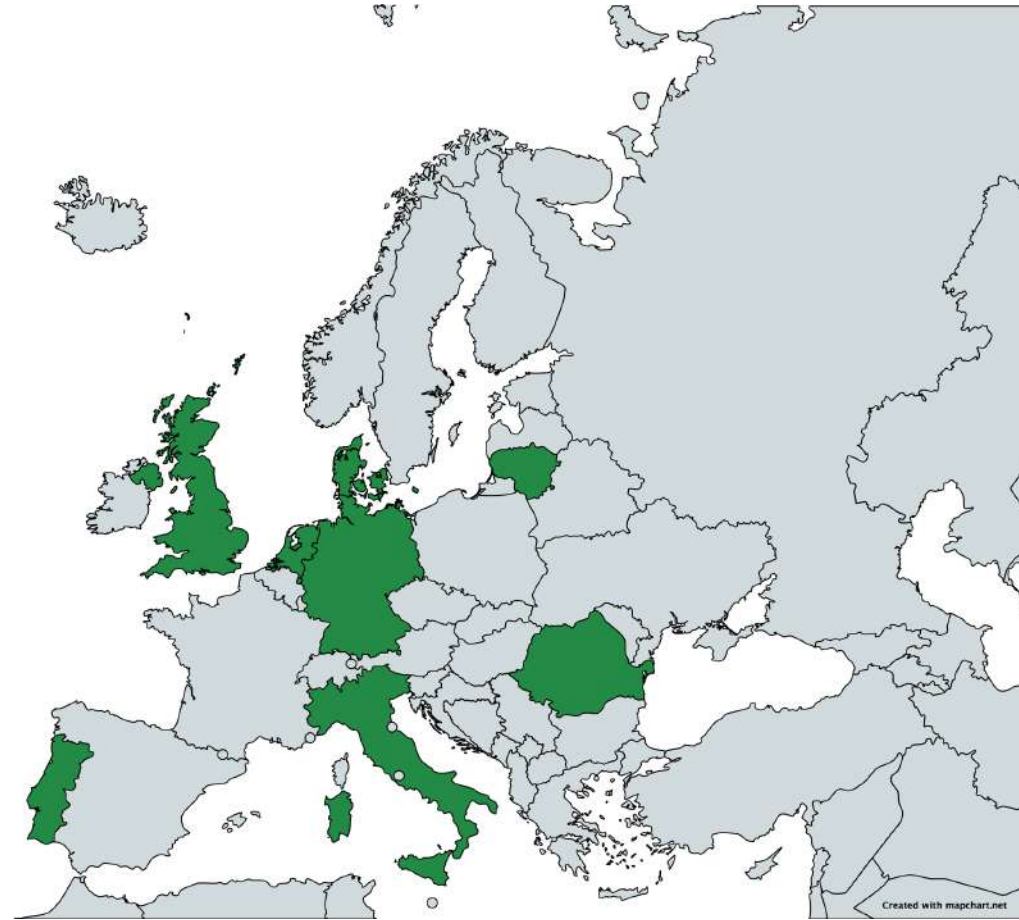
The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**CORRECTIONS  
CAREERS**



CCJ4C



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**CORRECTIONS**  
CAREERS



Develop, test and set in place a working methodology for starting or improving the career guidance process in the criminal correctional justice (CCJ), focusing on the competencies needed to manage own career



Put on the European public agenda the need of a structured and guided approach to career management in prison system, starting with the involvement of the direct interested parties.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## Specific objectives

Run an analysis of the interested parties, possible scenarios and key factors in career guidance in CCJ careers

Collect the systemic and individual needs of those key actors, identifying the policy approach on career guidance for prison staff, correctional officers

Develop ready-to-deploy solutions for the correctional staff, prisons, prison administrations and responsible public authorities: profile of competencies (complex cartography of skills, behaviours and attitudes) needed to support career management, interactive tool to help users navigate the profile, self-asses, obtain development solutions and support in personalised learning pathways to strengthen the competencies

Pilot and embed the solution at prison administration level

Use public policy tools like structured public hearings, committee meetings, direct advocacy, to present the results of the methodology and push for its valorisation at European level





**CORRECTIONS**  
CAREERS

**01.01.2020 - 31.04.2023**



WP1. Management and coordination



WP2. Policy context analysis in CCJ Careers



WP3. Stakeholders analysis and the supportive competencies and educational needs



WP4. Development of learning tools and resources



WP5. Development of policy action recommendations



WP6. Dissemination, Exploitation and Sharing of Inspirational practice



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## WP1. Management and coordination



Financial management

Logistic arrangements

Communication

Management meetings





**CORRECTIONS  
CAREERS**

## WP2. Policy context analysis in CCJ Careers



Figure 1 Bremen Prison, Germany (C) Buder Fotografie

*European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice System - CCJ4C - No. 12883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD, financed by ERASMUS+ programme.*

October, 2020

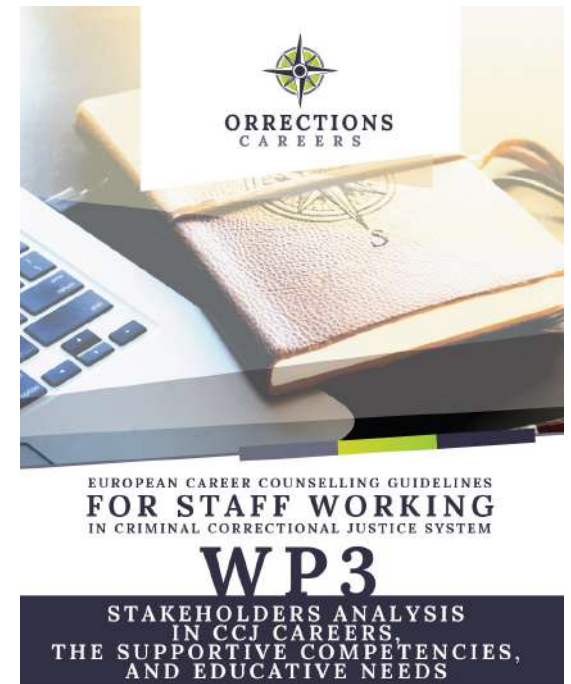


Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## WP3. Stakeholders analysis and the supportive competencies and educational needs



## WP3. Stakeholders analysis and the supportive competencies and educational needs

### DACUM workshops –Training needs





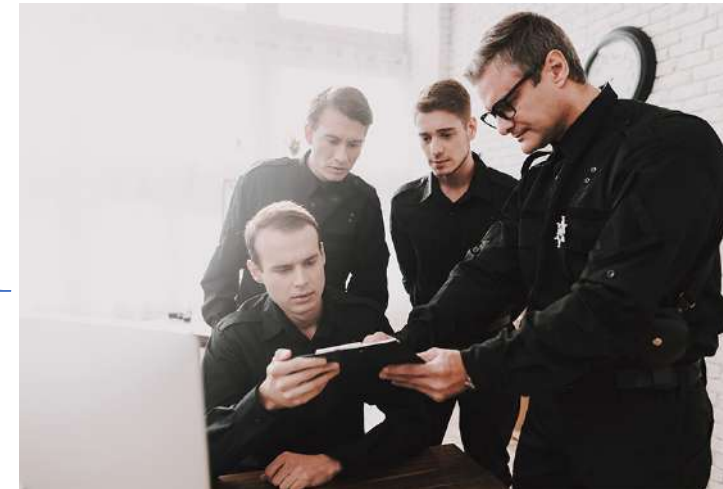
**CORRECTIONS  
CAREERS**

## WP4. Development of learning tools and resources

Develop online resources/  
eLearning tool

Develop modules content

Online



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## WP5 - Policy action recommendations



Present results  
as Public Policy





**CORRECTIONS**  
CAREERS

## WP6: Dissemination and exploitation of results



Individual level

National level

European level



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**CORRECTIONS**  
CAREERS

# Thank you!



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**CORRECTIONS**  
CAREERS

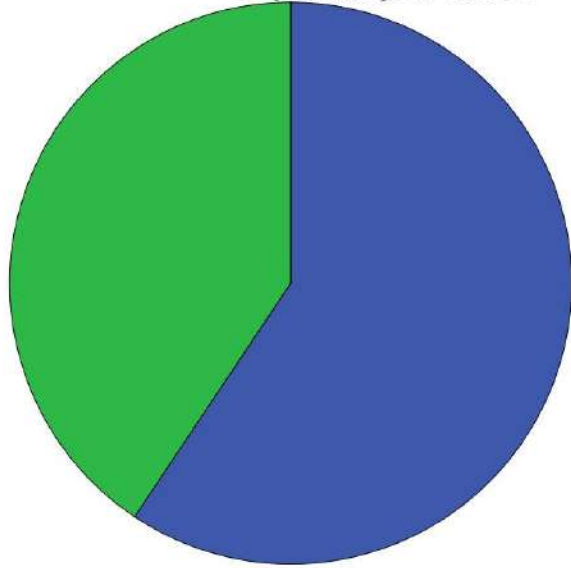
# CCJ4C main findings



Co-funded by the  
Erasmus+ Programme  
of the European Union

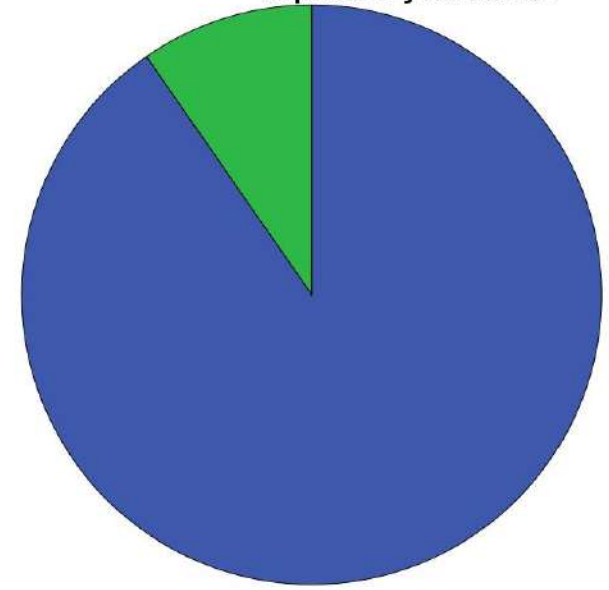
The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Romanian Respondees - Do you consider your salary is enough to perform your duties?



No  
Yes

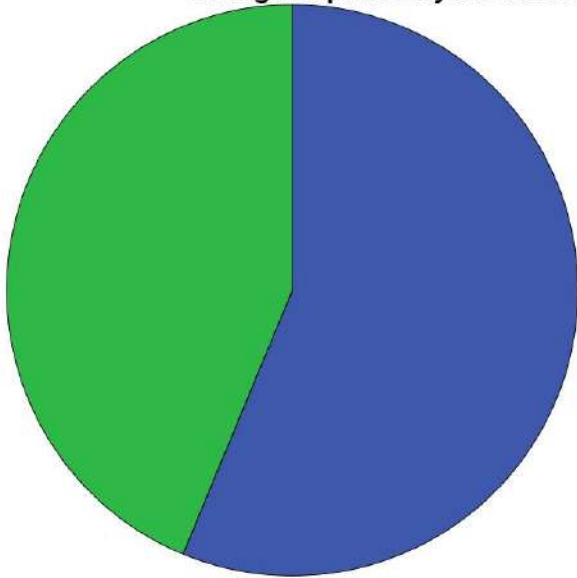
Italian Respondees - Do you consider that your salary is enough to perform your duties?



No  
Yes

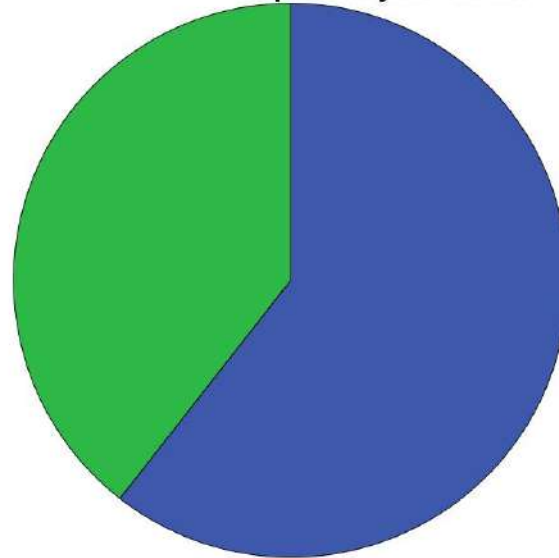
**Do you consider that your salary is enough to perform your duties?**

International Respondees - Do you consider that your salary is enough to perform your duties?



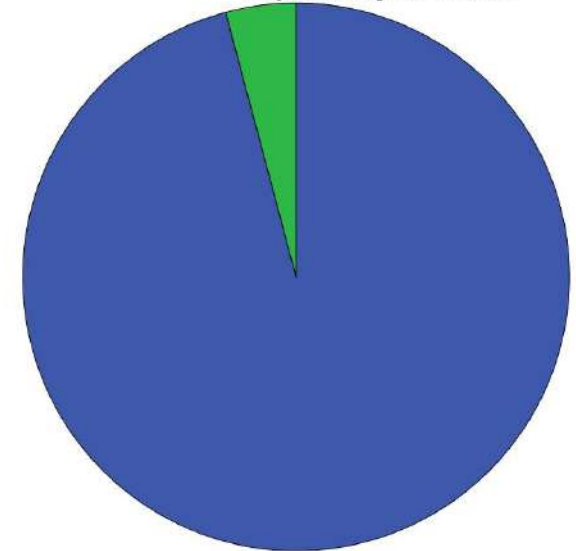
No  
Yes

German Respondees - Do you consider that your salary is enough to perform your duties?



No  
Yes

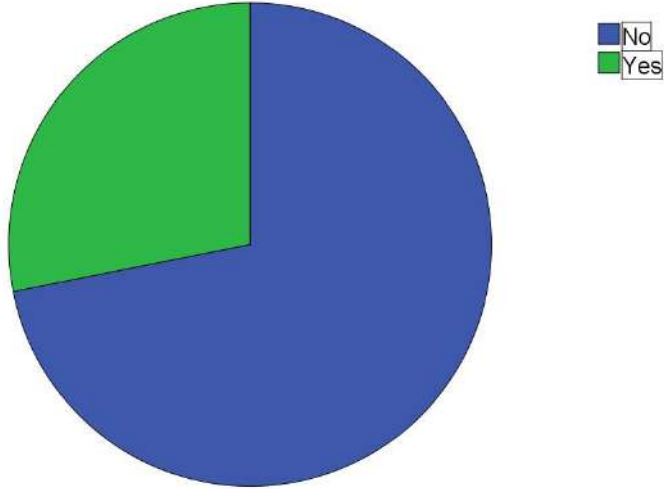
Turkish Respondees - Do you consider that your salary is enough to perform your duties?



No  
Yes

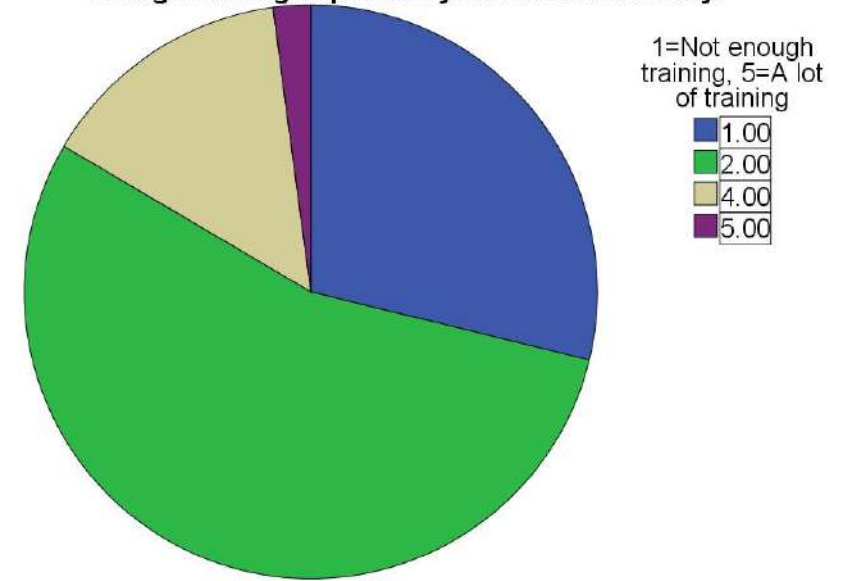


Romanian Respondees - Are you/ are your prison staff receiving enough training to perform your duties effectively?

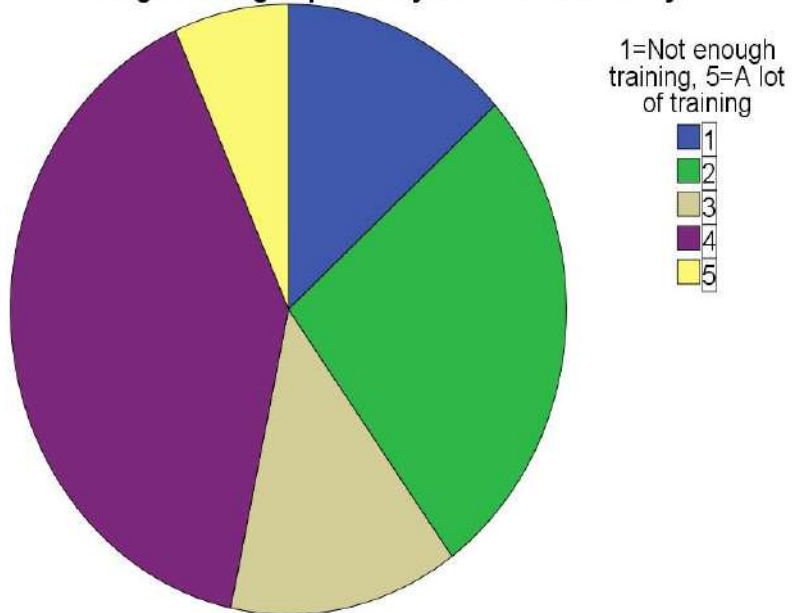


# Are you/your prison staff receiving enough training to perform your duties effectively?

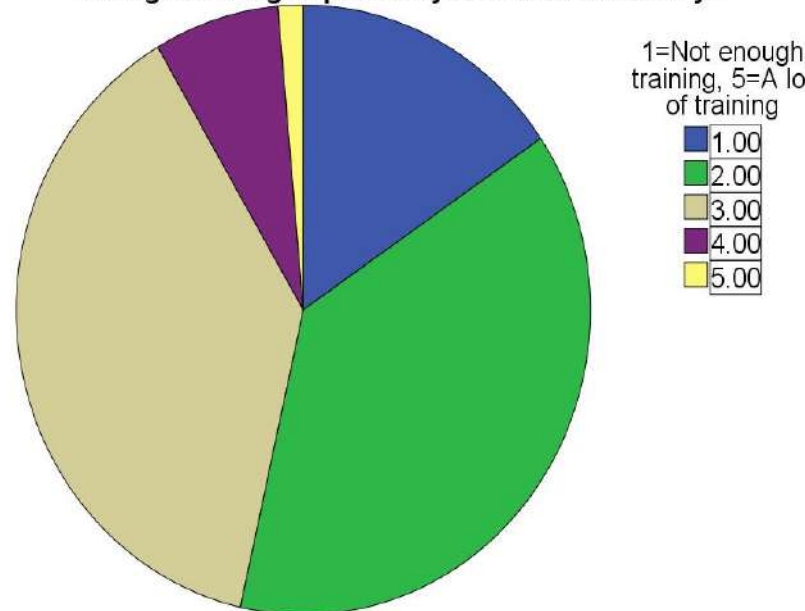
Italian Respondees - Are you/ are your prison staff receiving enough training to perform your duties effectively?



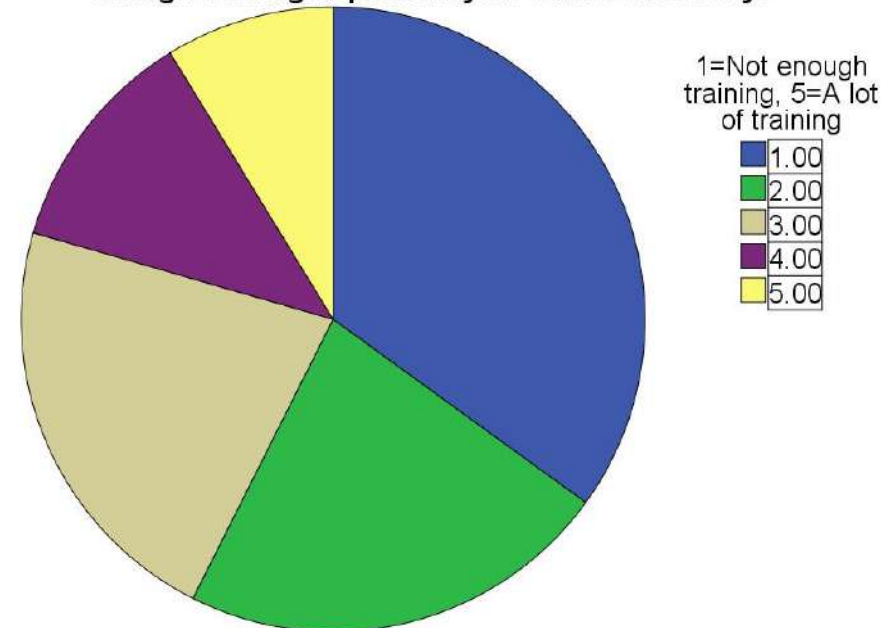
International Respondees - Are you/ are your prison staff receiving enough training to perform your duties effectively?



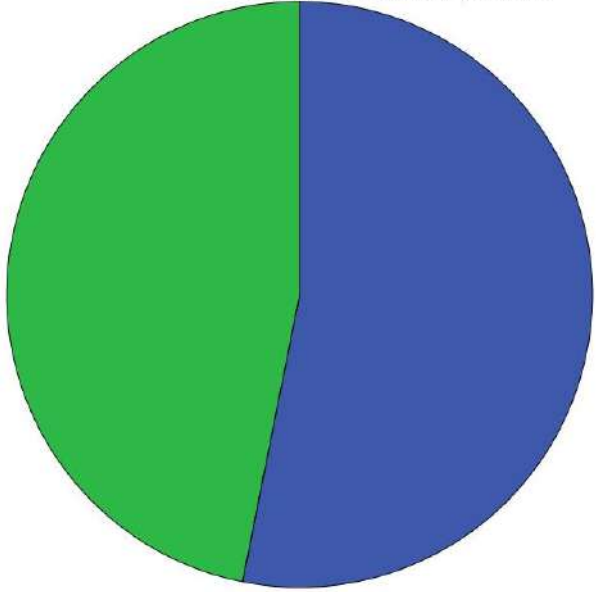
German Respondees - Are you/ are your prison staff receiving enough training to perform your duties effectively?



Turkish Respondees - Are you/ are your prison staff receiving enough training to perform your duties effectively?



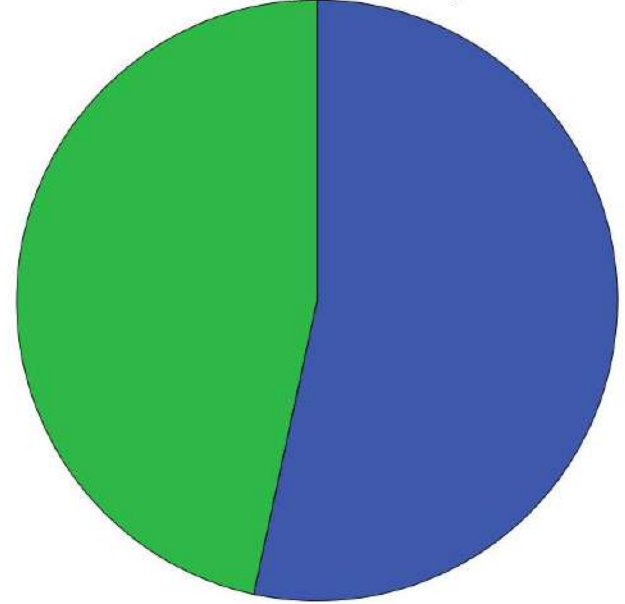
Romanian Respondees - Do you sometimes avoid telling people that you work in prison?



No  
Yes

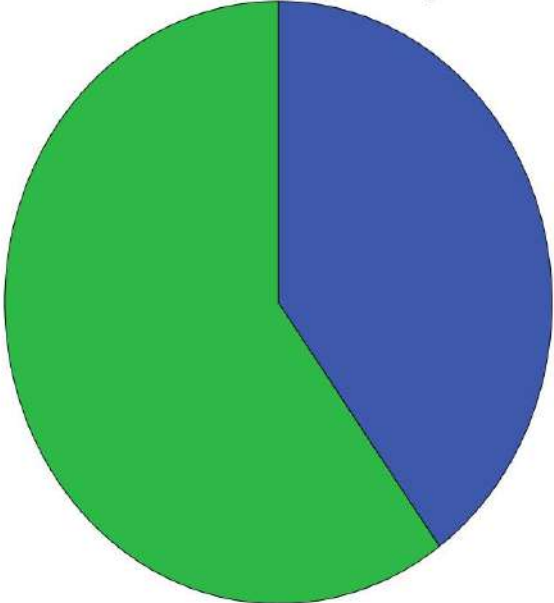
**Do you  
sometimes avoid  
telling people  
that you work in  
prison?**

Italian Respondees - Do you sometimes avoid telling people that you work in prison?



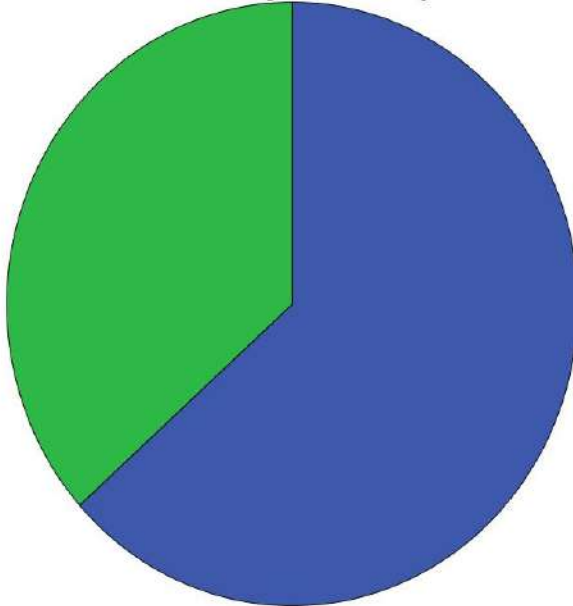
No  
Yes

International Respondees - Do you sometimes avoid telling people that you work in prison?



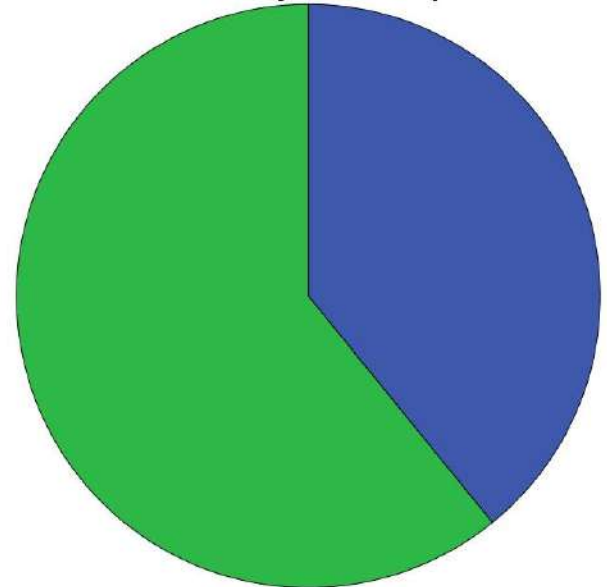
No  
Yes

German Respondees - Do you sometimes avoid telling people that you work in prison?



No  
Yes

Turkish Respondees - Do you sometimes avoid telling people that you work in prison?



No  
Yes

# LIFE AS A EUROPEAN PRISON EMPLOYEE

Respondents were slightly less likely to tell people they meet that they work in prison if

- they felt they were not receiving enough training.
- they did not have good holidays and salary and other extrinsic motivations for the work.
- their prison does not promote work opportunities outside the prison.

Prison officers who had recently joined the prison were less likely to seek out career opportunities or even know if the prison supplied information and advice on education and training.

Prison officers who said their salary was not enough were slightly more likely to think about their job as a mission which benefits society.

Line managers of correctional officers in prisons are slightly less likely to think about their job as a 'public mission', but rather a 'career'.



1. Wherever correctional officers in prison were guided towards training opportunities, they felt they better understood the philosophy of corrections.

2. Where prisons provide 'good motivation', like good salary and holidays, staff are also more likely to feel like they get enough training to do their job

3. If correctional officers in prison were given career guidance during basic training that work in prison is 'a career', they were more likely to

- identify leadership opportunities
- feel they have the right training to do their job better

4. Where managerial staff in prison are identified as open to training and learning, career opportunities more likely to be promoted outside of the prison (or indeed perhaps because job opportunities are promoted outside of the prison, managerial staff are more likely to embrace career learning).

60%

At least 60% of all adults should participate in training every year – this commitment was taken on the first day of the Social Summit in Porto by the President of the European Commission, the President of the European Parliament, the Portuguese Prime Minister currently holding the Presidency of the Council of the EU, the European social partners, and civil society organizations.

As part of the Corrections Careers project, we asked hundreds of correctional officers in prisons in Turkey, Romania, Germany, Italy and Portugal what their education and training needs are.

TR RO DE IT PT

The responses both confirmed the lack of training and learning opportunities for correctional staff in prison, and gave us interesting insight into precisely how and when we can best reach out to officers to make sure we recruit and retain people committed to their role in building safer, more inclusive societies.

*Our research is not statistically representative of these countries but offers a snapshot of life as a European prison employee: we wanted to see if good training corresponds to high levels of career engagement and real interest in the rehabilitative work that front line officers do – day and night – in turning lives around.*



**CORRECTIONS  
CAREERS**

# **Recruitment ■ Training/ support/ career ■ Retention**



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**CORRECTIONS**  
CAREERS

### Recruitment:

- **Not enough staff/ a lot of vacancies:**
  - Need of standardization – as push factor for policy makers (how many functions are needed)
  - Improve the recruitment process (not enough applicants/ too many applicants)
  - Organize the contests internally and geographically
  - Lack of attractiveness of the job
    - Not enough benefits
    - Professional stigma
    - Dangerous job
  - Not enough advertising or improper advertising



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**CORRECTIONS**  
CAREERS

## Retention

- Big dynamic in term of retirement and hiring
- Lack of benefits : *(prison workers' salary doesn't correspond to their responsibilities, resulting in a lack of motivation and unwillingness to work in prisons )*
- Not matching the expectation (introduce trial periods before signing the contract)
- Not enough position/no fast track to advance in career
- No predictability
- Lack of motivation
- Not enough training/appropriate training therefore sometimes
- Not always best people for the job



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# 1

Has knowledge and beliefs about mental disorders which aid their recognition, management, or prevention (<https://pubmed.ncbi.nlm.nih.gov/35742278/>)



# 2

Adopts a combination of knowledge, skills, and attitudes with regards to the use of technology to perform tasks, solve problems, communicate, manage information, collaborate, as well as to create and share content effectively, appropriately, securely, critically, creatively, independently and ethically ([joint-research-centre.ec.europa.eu/digcomp/digital-competence-framework](http://joint-research-centre.ec.europa.eu/digcomp/digital-competence-framework))



## PROFICIENCY LEVEL

the level of competency proficiency one must command to perform in the CCJ career context successfully.



- Has improved knowledge about mental health and mental disorders;
- Is aware of how to seek help and treatment;
- Shows reduced stigma against mental illness at an individual, community and institutional levels;
- Is aware and adopts effective strategies to deal with mental health in prison.



- Is aware of and understands the importance of preserving and promoting mental health;
- Knows effective strategies and methods to promote and deal with mental health issues;
- Understands the impact of the prison environment on one's mental health.



- Understands how mental illness can affect a person's life.



- Is open to understanding and learning about mental health.



- Adopts attitudinal stigma of mental illness;
- Reveals a lack of knowledge or mental health literacy.

## SAMPLES OF KNOWLEDGE AND SKILLS:



- Has the capacity to identify mental health problems;
- Understands the risk factors and causes;
- Knows the professional help available;
- Adopts attitudes that promote recognition;
- Engaging in attitudes which facilitate recognition and appropriate help-seeking



- Manage thoughts and cope with stressors;
- Has communication and social skills to support connection with others.
- Recognise early signs and risks of mental illness
- Engage in appropriate mental health help-seeking behaviours.



## PROFICIENCY LEVEL

the level of competency proficiency one must command to perform in the CCJ career context successfully.



- Solves almost all problems that arise when using digital technology;
- Can choose adequate tools, devices, applications, software or services to solve (non-technical) problems;
- Is aware of new technological developments;
- Understands how new tools work; Frequently update digital skills.



- Solve most of the more frequent problems that arise when using digital technologies;
- Can use digital technologies to solve (non-technical) problems.
- Can select a digital tool that suits own needs and assess its effectiveness;
- Can solve technological problems by exploring the settings and options of programs or tools;
- Is aware of his/her limits and tries to fill his/her gaps.



- Can find support and assistance when a technical problem occurs;
- Know how to solve some routine problems;
- Knows that digital tools can help solve problems;
- Is aware that he/she needs to update his/her digital skills regularly;



- Asks for help to solve routine problems;
- Knows how to use the basic tools and devices required to perform job tasks;
- Is aware of his/her limitations.



- Does not recognise the added value offered by technological devices;
- Prefers to perform job tasks with non-technological resources.

## SAMPLES OF KNOWLEDGE AND SKILLS:



- Browsing, searching and filtering data, information and digital content;
- Managing data, information and digital content;
- Developing digital content.



- Interact through digital technologies;
- Protecting personal data and privacy;
- Creatively using digital technologies.



# 3

Shows a collection of personality traits, social graces, communication, language, personal habits, friendliness, and optimism that transfers to relationships with other people. And combined them with technical skills required on CCJ (<https://info.nicic.gov/cirs/node/36>)



## PROFICIENCY LEVEL

the level of competency proficiency one must command to perform in the CCJ career context successfully.

- LEVEL 5**
  - Makes decisions by weighing up the cost-benefit and risk implications;
  - Capable of applying own knowledge in an intuitive, thoughtful, and effective way on the job;
  - Often frequents diversified training programmes;
  - Works for improving the quality and performance of own job responsibilities and duties.
- LEVEL 4**
  - Quickly adapts own professional working methods based on inmate's needs;
  - Assists others in dealing with the challenges of the prison environment and how they generate disappointment/rejection;
- LEVEL 3**
  - Adapts own professional working methods in order to achieve objectives;
  - Is relatively aware of techniques that allow effective coping and adaptation in prison job requirements;
- LEVEL 2**
  - Maintains performance after disappointment or rejection resulting from work in the context of a prison job;
  - Not sure how to improve his/her soft skills but is willing to learn.
- LEVEL 1**
  - Capable of performing a pre-designed plan.
  - Reluctant to recognise the importance of soft skills to perform job tasks.
  - Lack of motivation to change.

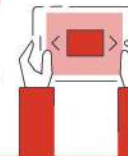
## SAMPLES OF KNOWLEDGE AND SKILLS:

- KNOWLEDGE OF:**
  - Emotional intelligence and Positive Psychology;
  - Coping techniques.
- ABILITY TO:**
  - Communicate effectively;
  - Control a situation through communication rather than physical force (when possible);
  - Resolve conflicts;
  - Strengthening critical thinking skills.



# 4

Knowledge and understanding of the skill set that is required for the job. They include the technical skills required to accomplish specific tasks, and the expertise necessary for successfully do a job. Hard skills are abilities that let you tackle job-specific duties and responsibilities. These skills are usually focused on specific tasks and processes such as the use of tools, equipment, or software. ([www.thebalancecareers.com/what-are-hard-skills-2060829](http://www.thebalancecareers.com/what-are-hard-skills-2060829))



## PROFICIENCY LEVEL

the level of competency proficiency one must command to perform in the CCJ career context successfully.

- LEVEL 5**
  - Actively invests and looks for opportunities in formal education and training programmes, including short-term training classes, online courses, certification programs, on-the-job training;
  - Proactively scans the environment to identify long-term risks and proactively designs contingency plans for dealing with the CCJ needs;
  - Have the flexibility to add value to the CCJ and to promote change.
- LEVEL 4**
  - Accepts when invited to participate in formal education and training programs, including short-term training classes, online courses, certification programs, on-the-job training;
  - Develops a plan to counteract the limitations and challenges of national/regional / local policies and programmes relating to CCJ;
  - Re-designs or creates new processes and systems to get around obstacles using good practices from the European context;
  - Have the flexibility that contributes to adding value to the prison and keeping up with change;
- LEVEL 3**
  - Have the required formal education for the job, plus a few extra training, such as short-term training classes, online courses, certification programs, on-the-job training.
  - Adapts one's current practice in accordance with national/regional / local policies and programmes relating to CCJ;
  - Recognises limitations and challenges of national / regional / local policies and programmes relating to CCJ.
- LEVEL 2**
  - Have the required formal education for the job;
  - Understands how and if the CCJ related policies and programmes impact one's work.
- LEVEL 1**
  - Have the required formal education for the job;
  - Recognises national / regional / local policies and programmes relating to CCJ.

## SAMPLES OF KNOWLEDGE AND SKILLS:

- KNOWLEDGE OF:**
  - Specific procedures inherent to the job role;
  - Crisis intervention techniques;
  - Critical incident response techniques;
  - Threat analysis.
- ABILITY TO:**
  - Interact through digital technologies;
  - Protecting personal data and privacy;
  - Creatively using digital technologies.





# 5

Ability to deal and manage different individuals and groups of inmates, considering that diversity can include factors such as age, gender, sexuality, race, ethnicity, nationality, health and mental health considerations, religion, as well as education, livelihood, and marital status (<https://dictionary.apa.org/diversity>).



### PROFICIENCY LEVEL

the level of competency proficiency one must command to perform in the CCJ career context successfully.



- Protects and advocates for the distinct needs of inmates with particular vulnerabilities and any other minority characteristics;
- Capable to embrace diversity and recognise the value and dignity of staff, inmates, and the general public;
- Promote and model inclusion in all aspects of his/her work and shows an awareness of equality, anticipating and addressing the needs of inmates;
- Challenges and acts against all forms of discriminatory language and conduct;
- Actively engages in training to identify and eliminate unlawful discrimination.



- Recognises and addresses distinct needs of inmates with particular protected characteristics and any other minority characteristics.
- Challenges and acts against all forms of discriminatory language and conduct;
- Capable of appropriately dealing with diverse issues and situations in the CCJ.



- Acknowledges and addresses distinct needs of inmates with particular protected characteristics and any other minority characteristics.
- Able to identify the myths and stereotypes of inmates in CCJ.



- Make reasonable adjustments to ensure that inmates with protected characteristics can participate in activities which meet their needs.



- Understands why it is important to be culturally competent when working in the CCJ.
- Know what behaviours and language are acceptable.

### SAMPLES OF KNOWLEDGE AND SKILLS:



- Identifying and managing appropriately inmates who have been involved in racist or other hate crimes or incidents;
- Assessments on arrival at the prison that cover all protected characteristics;
- Identify inmates who may require extra support in the event of an emergency;
- Rehabilitation and release planning work that considers specific needs of inmates with vulnerabilities.



- Managing Culturally Diverse and Specific Populations in CCJ;
- Identify and provide assistance to the inmates in need to complete everyday activities;
- Understand the potential impact of deportation decisions on an individual's mental health and provide appropriate support.



# 6

Ability to manage and deal with individuals convicted with other forms of criminal activity that are now coming to the fore, such as cybercrime, sexual exploitation of children, environmental crime, and trafficking in cultural property along with piracy, an old form of crime which has re-emerged ([https://www.un.org/en/events/crimecongress2015/pdf/Fact\\_sheet\\_5\\_Emerging\\_forms\\_of\\_crime\\_EN.pdf](https://www.un.org/en/events/crimecongress2015/pdf/Fact_sheet_5_Emerging_forms_of_crime_EN.pdf))



### PROFICIENCY LEVEL

the level of competency proficiency one must command to perform in the CCJ career context successfully.



- Understands and addresses distinct rehabilitation needs for the inmates with particular characteristics derived from the crime typology;
- Implements proper prison management to effectively deal with inmates convicted of new organised crime;
- Is aware of the new organised crime typologies and the context of its rising. Actively contributes to disengaging inmates involved in new organised crimes. Actively engages in training to develop skills on new organised crime and inmate specificities.



- Understands and addresses distinct rehabilitation needs for the inmates with particular characteristics derived from the crime typology;
- Is aware of the new organised crime typologies and the context of its rising.
- Is willing to engage in training to develop skills on new organised crime and inmate specificities.



- Make reasonable adjustments to ensure that inmates with particular characteristics derived from the crime typology can participate in activities which meet their needs.



- Understands why it is important to adopt different approaches according to the inmate's characteristics.



- Is resistant to learning and understanding new typologies of crime arising.

### SAMPLES OF KNOWLEDGE AND SKILLS:



- New organised crimes (such as cybercrime, identity-related crimes, trafficking in cultural property, environmental crime, piracy, organ trafficking, and fraudulent medicine as new and emerging crimes of concern)
- Rights-respecting strategies to manage and rehabilitate inmates convicted of new organised crimes;
- Communication skills



- Handle specific challenges in specialised crimes typology;
- Attention to detail.



Ability to understand the human implications of any activity, highlighting the differences between women and men and thus the potential differential impacts and designing the activity to ensure that both men and women will benefit equally, protecting gender equality. It does not view gender as a 'separate question', but explicitly integrates a gender dimension into all activities. (<https://www.unodc.org/documents/Gender/UNODC-GuidanceNote-GenderMainstreaming.pdf>)



## PROFICIENCY LEVEL

the level of competency proficiency one must command to perform in the CCJ career context successfully.



- Advocates not only for gender-sensitive employment but to revise the criteria of promotions as well in order to ensure that women are represented at all levels, including senior managerial levels;
- Advocates for the capacity of female staff and for the special training on the needs of female inmates;
- Encourages the participation of women prison staff in the working groups assigned to develop standards/training and curricula/procedures and their preparation and involvement as trainers, to play an important role in the development of the prison system and show high personality and integrity in the whole prison staff community;
- Ensures activities that will improve the provision of pre-and post-natal care equivalent to that available in the community;
- Adopts and promotes gender-sensitive management styles.



- Agrees and understands not only gender-sensitive employment but to revise the criteria of promotions as well in order to ensure that women are represented at all levels, including senior managerial levels;
- Agrees with the capacity of female staff and for the special training on the needs of female inmates;
- Agrees with the participation of women prison staff in the working groups assigned to develop standards/training and curricula/procedures and their preparation and involvement as trainers, to play an important role in the development of the prison system and show high personality and integrity in the whole prison staff community.
- Adopts gender-sensitive management styles.



- Recognises most of the different needs of female in prison;
- Adopts a gender-sensitive management style.



- Understanding that women have requirements that are very different to those of men.
- He/she is not exactly aware of these specificities and how to address them but is willing to learn.



- Conforms to old norms and repeats socially constructed gender patterns.

## SAMPLES OF KNOWLEDGE AND SKILLS:



- Gender sensitiveness, including cultural sensitiveness, sexual misconduct and discrimination issues;
- Assessment and identification of needs



- Integrate a gender dimension into all activities.
- Active listening.





**CORRECTIONS**  
CAREERS

# Thank you!



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Specific topics	Questions	Country						
		Romania	Bulgaria	Hungary	Macedonia	Norway	Spain	Moldova
<b>Description of the prison sector in your country</b>	<i>Country population</i>	19.000.000	6.899.000	9.730.000	2.000.000	5.400.000	47.400.000	2.700.000
	<i>Number of staff</i>	13.000	6.400	9.000	780	5.000 incl administration and managment	24.000 (in prisons under the Central Government)	2.470
	<i>Number of prisoners</i>	23.000	5.500	Over 19.000	2.900	3.800	47.000	6.166
	<i>Number of prisons</i>	44	12	Its central governing body is the National Penitentiary Command, under which 30 bv. institute, 10 business associations and 4 institutions	12	37	82	17 penitentiary institutions (1- Detention center for minors and young people, penitentiary for women and a penitentiary hospital)
	<i>Are there any training centres belonging to prison service? How many? Aprox number of staff trained/year</i>	1 school, 3 centres, other schools 320/year – graduate	1 center. 160 employees a year	The Center for Education, Further Education and Rehabilitation of the Penitentiary Organization, the Penitentiary Department of the Faculty of Law Enforcement of the	1 training centre, 70-90 staff	1 acadamy - 170 per year	1 centre, +- 900	ANP Training Center, 2020/2021 - around 800 employees (during the pandemic, online), 2022- 528 employees

				National University of Public Service				
<i>Number of trade union members</i>	6000+ 4000	2.000		Our advocacy body is the National Federation of Independent Penitentiary Trade Unions, which currently has 1.300 members	390	1750 in KY- approx. 3000 is organized i other organizations	8.000	approx: 750
<i>How and where are the vacancies for PO advertised?</i>	Internet/ prison display	They are not		On the website of the National Command of the Penitentiary, in the press and at events in the framework of recruitment	Public advert and the website of administration for actioning corrections	Websites	Public Call	Vacancies are published on the official page of the Administration National Office of Penitentiaries - <a href="http://anp.gov.md/">http://anp.gov.md/</a>
<i>Who is responsible for the process?</i>	Human resources NAP/ prison units	Ministry of justice		The staff of the Personal and Social Departments are responsible for the admission	Administration for actioning corrections	Krus	Spanish prison service	Human resources subdivisions
<i>What do candidates have to do to apply?</i>	Fill out paper/ pass the psychological exam/ pass the	Visit local HR		Candidates must obtain medical fitness certificates	To have proper finished education, not to be condemned by the power of law, and to have full	Send in a form online	Online application	Send either electronically or physically the requested materials

		all stage of the exam			eligibility to work in professional work			according to the competition file
	<i>Entry requirements – age, school level, criminal record etc</i>	<p>Romanian citizenship and live in Romania;</p> <p>know Romanian language;</p> <p>education requirements</p> <p>18 years old, fully capable of exercise and are fit from a medical and psychological point of view to perform the function;</p> <p>no criminal record</p> <p>f) meet the specific conditions of the position;</p> <p>g) they have not terminated their employment in a</p>	<p>Age 18, secondary education</p>	<p>Anyone who has reached the age of eighteen.</p> <p>Anyone who has a specific level of education (at least a high school diploma for a deputy officer, a higher education qualification for an officer).</p> <p>Who is fit for his intended duty position from a medical, mental and physical point of view.</p> <p>Whose way of life is not objectionable.</p> <p>Who accepts the restriction of some of his fundamental rights under this law.</p>	<p>18 years, high school, no criminal records</p>	<p>21 years old, high school diploma, no criminal record</p>	<p>Depending from the job from University degree to secondary school</p>	<p>Holds the citizenship of the Republic of Moldova and resides on its territory;</p> <p>Reached the age of 18 - up to the age of 50/55;</p> <p>Possesses the state language;</p> <p>Has secondary, specialized secondary or higher education,</p> <p>Is medically fit and psychologically recommended;</p> <p>Has not been definitively convicted for committing crimes, is not under criminal investigation and has not been released from criminal liability;</p> <p>Is not deprived of the right to hold certain positions or to exercise a certain activity by</p>

		public position, for disciplinary reasons, in the last 5 years;  good behaviour  no part of political police  extra condition – acces to clasiffied docs.		Who acknowledges that he may be checked by a reliability test under the Police Act.  Who does not have circumstances precluding him from entering into service.				a final court decision;  Is not a member of a party or a socio-political organization
	<i>Entry tests – Psychological, physical, and minimum completion level</i>	Psychological test  Medical test  Sport test  Ability test  Interview  Exam	All. Depends on number of candidates	Admission tests: personality tests, intelligence tests, attention tests. The psychic aptitude test is carried out by the psychology professional group of the Center for Education, Further Education and Rehabilitation of the Penitentiary Organization. The applicant undergoes a physical assessment to pass the physical fitness test prior to enlistment.	Psychological and physical tests are examined	Physical test	Right now not psychological or physical requirements	Medical control and psychological testing, for some positions physical test
<b>Training</b>	<i>Initial training – jurisdiction, length, training themes/curriculum, the organisation in</i>	1 year in school  3/6 months induction for new entries	Train 1,5 months	Basic training: After being equipped with the organization, we prepare future colleagues for work	Initial training starts with examining the basics, then comes the practical part	2 years school, one in the acadamy on out in prisons	3 months theoretical training, 15 months practical. The	Initial training is mandatory for all newly appointed employees , with a duration of 3

	<p><i>time, trainees' evaluation, training evaluation, place of training, trainers profile</i></p>			<p>in the framework of a 14-week professional training close to their place of residence, in four-day school weeks. During this time, we will provide a full salary, free accommodation, as well as discounted meals</p>	<p>with the trainer, practical training, as well as use of weapons and other stuff for using force</p>		<p>practical part is not really training but real work</p>	<p>months - agencies and 3 weeks – officers in the Training Center. The training is based on the curricula approved by the management with the evaluation of the results at the end of the course</p>
	<p><i>Continuous training – mandatory, leads to career progression, training themes, organisation, trainers' profile, trainees and training evaluation</i></p>	<p>Every year</p>	<p>No continuous training</p>	<p>Continuing education: Annual training courses. Law enforcement chief selection, leadership training and continuing education system. Specific to positions</p>	<p>Mandatory continuous training, not often leads to career progression, training theme is using stuff for using force, training for searching the possessions of the prisoners and the transport for the prisoners to the court, another jail or hospital</p>		<p>Not real continuous training, only if you get promoted</p>	<p>Continuous training is done with the staff of each independent subdivision, within the Training Center (regime, security, lawyers , doctors ). The theme is approved annually with the coordination of the heads branch directions . At the end of the course, the knowledge is evaluated and</p>



								handing out certificates
	<i>Do you have any mentoring program? Please describe</i>	For debut in career	No	Mentoring program: The new, hired colleague receives a mentor during a 1-year probationary period, who helps him integrate, at the end of the probationary period he makes a written proposal about his mentee	Participation in socialization	No	No	All newly hired officials appointed with a trial period, they appointed a mentor by order, during one year. The mentoring activity is carried out pursuant to the Regulation on the conduct of the probationary period within the penitentiary administration system
	<i>Any other comments you think is relevant...</i>		No				There is a huge lack of training on very important aspects like yihadism, self-defence...	
	<i>How prison officers advance in career? Is there any counselling</i>	Exams and contests	They are promoted	No advancement in the position of deputy officer there	The system of career advancement for	No	You can take part on promotion	Employees of the penitentiary administration

<p><b>Career management</b></p>	<p><i>process? Is someone guiding the prison officer?</i></p>	<p>they get information but not in a structured/formal way.</p>	<p>after a competition</p>	<p>is no supervisor career model. It is possible to proceed further only with specialized training</p>	<p>almost 20 years is demolished and almost non-existent. Requested by the syndicate, a rulebook has been made for promotions which contains proofs for finished education and the level of the education, conducted training, knowing of one of the six European language and computer knowledge, and by the abovementioned combined we get a total of points and qualifications for the work position</p>		<p>calls, but usually you have to move to other prisons</p>	<p>system advance in their positions and special degrees meeting the promotion conditions</p>
	<p><i>Do you have a career guide?</i></p>	<p>Yes but is very general</p>	<p>No</p>		<p>Yes</p>	<p>No</p>	<p>No</p>	<p>There is a Regulation regarding the career development of</p>

								civil servants with special status within the penitentiary administration system
<i>What kind of competencies are necessary for advancing in career?</i>	Lenght in job and depend on the sector	3 years of experience and a bachelors degree	Grade Exam. but that's just to keep the roster. There's no progress with that	This has been described in the Rulebook requested by the Syndicate			Seniority, studies	Annual evaluations with the qualification obtained at least "good" and the initial training course
<i>Is there any specific training provided for those who want to advance in career?</i>	This year starts a new programe	No	After one year of service, our colleague can apply for training at the National University of Public Service, where he can study for 3 years at full salary, and after graduation we guarantee the position of officer	No	No	No	No	Continuous professional training courses
<i>Any other comments you think is relevant...</i>		No	Deputy officers do not currently have a working career model, they reach the					

				max pay grade after a certain position and there is no progress after that				
<b>Retirement (pension)</b>	<i>Is there any special law of pension for prison officers?</i>	Yes	Yes	Whereas in the past the general retirement age of professional staff was 57 years based on the 5-year age allowance and the retirement age at that time, while it was possible to claim a service pension under certain conditions even after 25 years of service, today it is no longer possible to do so and the age limit is the same as the general retirement age	Yes	Yes and No	Pension for prison officers is calculated on same basis as any others public workers	Law no. 1544 regarding the pension insurance of the military and civil servants with special status
	<i>What is the condition for pension (age, length in service etc)</i>	47.5 years old/ 25 years in service  Minimu 15 years in service for a	Its 27 years of experience, 18,6 in 1st category and age of 55,5	Currently, professional members can apply to be placed in pre-retirement disposition - at the age of 60 if they have	30 years of active seniority and 10 years of beneficial seniority, and a male can request for pension by having minimum	63 years old, 67 is normal in Norway	Age, lenght in service	25 years of service with pensions. Depending on the type of penitentiary, the advantages are calculated

		not complete pension		at least 30 years of service	55 years of age, and 50 years of age for a female			according to the coefficient of: 1 year of activity – 1.5 years of seniority is considered; or 1 year of activity - it is calculated as 2 years of seniority
	<i>How much would be the pension related to the salary (%percentage)</i>	80	70% - depends	Percentage of pension in relation to salary: The average of the last 10 years is taken into account and 80 % of it is the amount of the pension	If there is a pension with the beneficial seniority, an addition of the 10 years which had the best pay and the pension would be 80% of the best salaries, but in the second case it would be 70% of the average salary for all years of work with the condition of at least 15 years of active seniority	Now 66% it is decreasing year from year	It depends on the kind of job you do	50% of the monthly salary, obtained during the last 12 months preceding the release
	<i>Is any difference regarding pensions comparing to the police or military?</i>	No	No	With regard to law enforcement agencies, the conditions for	No	They have 60 years	No	No

				retirement are the same				
	<i>Any other comments you think is relevant...</i>		No					
<b>Social dialogue</b>	<i>Does your prison service had a Strategy document? Your trade union has been consulted when the strategy was drafted?</i>	Not formally adopted	Yes	The legal status of prison workers is regulated by the Professional Service Act	There is a Strategy document for every prison, but the trade union was not consulted	Yes	No	The Guardian union is at the stage of negotiating the collective labor agreement
	<i>Is training part of the issues negotiated in the Collective Agreement?</i>	Yes	No	There is no collective agreement	Yes	No	Yes	
	<i>Is the trade union involved in the career management process? In which way (Ex: consulted on the training plans, take part in new staff admission commissions etc)</i>	Yes	No	There is no official reconciliation of sectoral interests, there is no official reconciliation of interests by the government in 2015, the institution of the BSE was removed from the legislation. Only the institution of the OKÉT operates, which is a	No	No	No	

				full public service consultation forum. This is less likely to enforce law enforcement advocacy.				
	<i>Any other comments you think is relevant...</i>		No	However, there is regular consultation with the National Command and local trade unions also consult with the Commander				
<b>Other aspects:</b>	<i>Dynamic of the staff (number of exists/number of new staff)</i>	65% less than 5 year in the prison sevice	100/80 yearly in prison		The proportions are almost the same, but have to mention that there is lower interest for applying to work in the prisons		The new staff only replace those who get retired. There are still more tahn 3000 vacancies	2022 – 2940 positions, 2470 employees , 251 newly appointed . Releases from the system 418, of which 141 with the right to pension
	<i>Violence against staff: how big is the phenomenon? Is there any counselling offered for the staff after they experience traumatic situations?</i>	Not a big issue but...	Yes	Minimal physical assault on staff is below 10 per year. However, verbal attacks are on the rise. Do you offer counseling for staff	The violence occurs very often, especially in the recent period. There is no counselling offered.		Violence against staff is increasing, not just number, but also seriousness	Cases of assault on employees during the year 2022-12; in 2021 - 17 cases. Psychological counseling is

				<p>after experiencing traumatic situations? Stress management trainings, counseling of a specialist psychologist.</p> <p>Everywhere in the institutes there is a psychologist who also deals with the personal staff</p>				<p>offered at the employee's request by the psychological specialists within the ANP. We don't have psychologists for staff in penitentiaries</p>
	<p><i>Any other comments you think is relevant...</i></p>		<p>No</p>	<p>In the case of a deputy officer position, the starting salary is at least HUF 453,600 gross to HUF 509,755 gross per month depending on the place of service and position, in the case of an officer's position, a minimum monthly gross of HUF 570,571</p>				<p>We do not have an article in the Penal Code that defines and frames the actions of insulting the prison staff</p>



# CCJ4C Development of policy action recommendations based on the evidence built in the project for the development of a career guidance mechanisms in Criminal Justice Systems

Results of a public hearing on the CCJ4C WP5 Country Report Recommendations

## Table of contents

Introduction .....	1
Agenda and Process .....	1
Participants .....	2
DACUM Report Results .....	4
Outcomes of the Discussion .....	4

## Introduction

This public hearing's objective was to examine and verify the conclusions of the CCJ4C Country Report, which was the outcome of two prior activities:

- In WP2, a thorough analysis of the current regulatory environment for career development, advice, hiring, and training was done.
- To test the results and confirm future requirements, in particular for Danish Prison Officers and managers, a DACUM workshop was conducted as part of WP3.

## Agenda and Process

The Danish Public Hearing was hosted by the Danish Prison Officers Union (Fængselsforbundet) and took about 1.5 hours. The Public Hearing was on 25<sup>th</sup> of October 2022. Prior to the meeting, participants were sent the agenda, presentation and the full report from WP2 named "Survey of European Prison Officers Career Guidance Needs" so that they had an idea of what was going to take place.

Participants were asked to discuss the three core areas: recruitment of staff, retention of staff and professional development. These included specific issues for which concrete solutions could be proposed to add practicality to the discussion.

Participants had the opportunity to discuss in broad terms, but also became more concrete in terms of recommendations on policies, working conditions, structures and the like. There was thus a good developmental process in the discussions.

## Participants

The Public Hearing was attended by a total of 11 representatives from various positions within the Danish Prison Officers Union (Fængselsforbundet). It was a mix of unit managers, union representatives, Danish regional representatives and union staff. Almost all of them had a background as prison officers, and therefore had some concrete know-how from previous work experience.





Full name	Organization
Bo Yde Sørensen	Danish Prison Officers Union (Fængselsforbundet)
Erik Larsen	Danish Prison Officers Union (Fængselsforbundet)
René Larsen	Danish Prison Officers Union (Fængselsforbundet)
Mette Nielsen	Danish Prison Officers Union (Fængselsforbundet)
Henrik Thøgersen	Danish Prison Officers Union (Fængselsforbundet)
Brian Kristensen	Danish Prison Officers Union (Fængselsforbundet)
Hanne Munk Degn	Danish Prison Officers Union (Fængselsforbundet)
Nina Odgaard	Danish Prison Officers Union (Fængselsforbundet)
Gert Jensen	Danish Prison Officers Union (Fængselsforbundet)
Chris Westergaard	Danish Prison Officers Union (Fængselsforbundet)
Søren Gregersen	Danish Prison Officers Union (Fængselsforbundet)

## DACUM Report Results

The Danish DACUM workshop resulted in these identified challenges:

- General lack of understanding between administrative staff and guards, which means, you should be able to exchange knowledge and introduce job tasks across the organization;
- Lack of staff in almost all areas of prisons;
- Retaining current staff;
- The lack of new staff, this also means lack of motivation to work harder, when you are constantly understaffed and there is no incentives to do the extra work;
- Further education of staff;

Competences needed for further training are identified as:

Further courses for prison staff to be further educated, cooperation with colleagues, having more responsibility, being more mature, experience within the job to be able to exchange knowledge, support from management, having enough staff, more time dedicated to certain tasks, training in general of staff.

## Outcomes of the Discussion

### 1. Recruitment of staff, being more visible and flexible

The suggested solutions for further recruitment of staff were multiple. Participants had a clear idea that the geographical location for education and recruitment of new employees was important. It is already an ongoing process to geographically develop the education so that one can take the education in even more places in Denmark. This, and having school placements for primary and secondary schools.

It was also suggested to be present when soldiers graduate and are looking for jobs in the civilized world. The police already do this for recruitment because those kinds of people fit the profile as policemen – this would be obvious but has to be decided on a political level.

In addition, recruitment staff should be more present when, for example, factories close down. This type of people could also be interesting for the profile of prison guard. In relation to this, job centres could also promote the job and training more. Could be a direct agreement with them etc.

Another suggestion was to look at merit/credit schemes, to attract more different kinds of profiles. For example, if a social worker could be trained and given merit/credit for some of the subjects or

experience, he or she has had, this would benefit both the person and the intake of staff. More obvious areas to give merit/credit could be the military and the police.

On a simpler level, it was also discussed and suggested that the general atmosphere around prison work was poorly portrayed by journalists. Generally, people want to read the negative stories about assaults etc, but there are a lot of positive things happening too which unfortunately are not being highlighted.

In addition, something as simple as asking those who quit their jobs why they did so was suggested. Or those who don't complete the education about why they quit. The latter is particularly relevant as politicians have recently removed the State Education Subsidy (SU) from prison guard training and given them trainee pay (i.e. more pay than SU). It would therefore be relevant to know whether this has made a positive or negative difference even if it is at an early stage.

## **2. Retention of staff, professional development**

There were many suggestions for these identified problems. The problems of retaining employees start from the moment they are hired. Young prison officers in particular are typically put on the job and do not have great career prospects. This needs to be addressed bureaucratically so that people have the opportunity to see a career path as a prison staff member. Including developing in the job and acquiring new skills through experience sharing and training. This could also be an exchange of prison guards among Danish prisons, to acquire new knowledge about how the work is done in different places in Denmark.

In addition, it is also important to be flexible in administration in general. For example, it should not be a problem to move between two prisons if you want to move to another part of the country. An example was given of a person who found it difficult to move from one prison to another because of staff shortages. This is obviously a problem for both prisons, which is why it seems incredibly rigid.

Managers in prisons typically operate under their own guidelines and typically have little or no previous management experience either through training/courses or actual experience. This is incredibly problematic as you then have many different ways of managing, which ultimately works to the detriment of staff. It is therefore important to further train managers and work on their relationship with prison guards. This is both related to the managers themselves, but also to retain staff. No one wants to work under poor management conditions. In addition, leadership assessments could be held to ensure that leaders have the right soft values.



Finally, it was discussed that there is a lot of bureaucracy in general, which makes working conditions difficult. For example, you may be entitled to 5 days off per month, but you are not guaranteed when these are. This means that the system quickly becomes incredibly rigid, which may be another reason why it is difficult to retain staff.

# CCJ4C Development of policy action recommendations based on the evidence built in the project for the development of a career guidance mechanisms in Criminal Justice Systems

## Inhalt

CCJ4C Development of policy action recommendations based on the evidence built in the project for the development of a career guidance mechanisms in Criminal Justice Systems ..	1
Introduction .....	1
Background of action policy recommendations .....	2
Skills and Competences Required by Bremen’s Prison Officers (from DACUMs).....	2
Six skills identified as priorities for training.....	2
Seven competencies identified as priorities for training .....	3
Two promising practice examples from the Federal State of Bremen.....	3
Bremen Federal Ministry of Justice and Constitution’s Policy Action Recommendations.....	4
Recruitment.....	5
Retention.....	5
Professional Development.....	7
Next steps.....	7
Reference documents .....	8

## Introduction

There are 16 Federal German States, each of which has jurisdiction over their own correctional system and criminal legislation. Prisons are run solely by the federal states but governed by a federal law: each state issues their respective regulation that outlines how they manage prison and probation services, including how staff are trained. Despite these different interpretations of federal law, state-level prison staff training structure is fairly homogenous, since formal prerequisites are outlined at the federal level: recruitment and selection requirements, basic training blocks and examination procedures are the same across Germany. In addition, it is legislated that Ministries of Justice and Academies for Prison Officers are required to work closely together through regular and continuous exchange (Oberfell-Fuchs, 2018).

Bremen Federal Ministry of Justice is a participating partner in the CCJ4C Corrections Careers Partnership. Therefore, the policy action recommendations which we outline in this document are drawn from input from staff and policy makers of the Free Hanseatic City of Bremen. This includes leadership staff at the centre for training prison officers in Bremen – the School of Administration of the Free Hanseatic City of Bremen (“Verwaltungsschule der



Freien Hansestadt Bremen”), which, in 2019, delivered 781 training lessons to 1250 officers as part of their induction training. Its aim is to comprehensively develop the trainees’ competences (i.e. readiness and ability to behave appropriately, responsibly, and thoughtfully in professional, social, and private situations) required to adequately serve in the State’s correctional facility.

## Background of action policy recommendations

As part of the CCJ4C Corrections Careers Project, Bremen Federal Ministry of Justice and Constitution participated in two key activities, which have been integrated into project results:

- WP2 explored existing policy in place and included a survey of prison officers’ existing needs. 71 prison officers responded from the Federal State of Bremen.
- WP3 explored current and future needs, through a Developing a Curriculum (DACUM) process, in which 15 participants participated, including front line staff, trainers and line managers. As a result of this process, six skills and seven competencies were identified as priorities for future training.

Based on the results of the above two activities, the aim of this document is to draft proposals to improve the recruitment, retention, and professional development of employees in the prison service of the Federal State of Bremen. This document will then be circulated and used as the basis of debate to form concrete recommendations for policy.

## Skills and Competences Required by Bremen’s Prison Officers (from DACUMs)

### Six skills identified as priorities for training

The German DACUM workshop results pointed out six current skills that are needed for prison officers:

- Intercultural competence through specific training;
- Awareness of rehabilitation needs, preparation for release procedures and aftercare structures;
- Urine control, escorted leave, security measures (such as conducting cell controls);
- Processing applications, correspondence with other authorities and institutions involved in the prisoners’ care and rehabilitation, daily routines;
- Implementation of training contents; recognising needs in training, accepting existing training and putting it into place; and





- Continuous updating and development of specific specialised knowledge (in relation to special issues and basic knowledge, such as substance misuse and mental health).

### Seven competencies identified as priorities for training

During the DACUM workshop, participants agreed that the following skills are needed for prison officers in the future. Those highlighted in the list below in bold are themes dealt with in the following section on promising practice in Bremen:

- More knowledge about cultural specifics, civic education and awareness of different cultural and ethical values in society (then mirrored in prison); Intercultural skills and language competencies.
- Practical skills on how to cooperate and develop partnerships with relevant institutions and wider cooperation partners;
- **More theoretical knowledge about the ‘correct’ way to deal with inmates, a competence so far almost exclusively obtained from professional practice;**
- Improve the quality and practical knowledge of new colleagues, and improve the quality of exchange of competencies between incoming and outgoing staff<sup>1</sup>;
- **Dealing with the danger of suicide/ suicidal thoughts of inmates;**
- Dynamic reaction to very specific challenges in the shortest possible time as well as dealing with the emotional instability of staff and inmates caused by such events;
- Confidence and routine in dealing with technology and digital solutions;

### Two promising practice examples from the Federal State of Bremen

#### Theoretical knowledge about the ‘correct’ way to deal with inmates

Our correctional officers accompany prisoners twenty-four hours every day. They are confronted with vulnerabilities and prisoners at risk, alongside the ever-changing dynamic on the wings and in detainee’s behaviour. This proximity to detainees provides also real insight into prisoners’ development during their sentence. Most prisoners come from the margins of our society; they have experienced socio-economic barriers and other forms of social exclusions. These experiences have made them distrustful and suspicious of prison staff. In Bremen Prison, our staff asked to know more of the theory behind how we can create a working alliance in these circumstances.

---

<sup>1</sup> Responses from the Corrections Careers Prison Officer Needs Survey told us that there are a significant number (48%) of officers who have been in the service more than 11 years, of whom 33% had served more than 15 years. 21% of prison officers had worked for up to 2 years in the prison service.



The core of any intervening communication in our prison is a three-step one: first the establishment of a personal contact. Whilst also working to care for all prisoners, one correctional officer is given special responsibility to support a small group more intensely (in the adult prison, this will be around 6 prisoners to one officer. In the juvenile prison this goes down to around 2 per officer.

Then in the second step, the correctional officer works with the prisoners to clarify the problem – what is the challenge and what possibility is there of learning from it? Finally, the correctional officer learns techniques to point out of a concrete positive perspective. If possible and relevant s/he works at this stage to combine it with a support offer.

### **Dealing with the danger of suicide/ suicidal thoughts of inmates**

The second promising practice centers around risk-prevention and risk Management. Suicide prevention and the treatment of mentally disordered people with a higher risk of committing suicide are central aspects of the prison work. Apart from psychiatric disorders, there are indications that troubling “life events” lead to an increase in suicide risk and imprisonment is such a life event. While in a prison setting, suicide events tend to occur at an earlier stage of imprisonment, the use of a specific screening tool for suicidality at the beginning of imprisonment, as well as during critical landmarks (verdict, trial days) consequently seems recommendable. Again, the proximity to the prisoners (detailed above) is an advantage. Correctional officers are trained in conducting conversations with inmates.

### **Bremen Federal Ministry of Justice and Constitution’s Policy Action Recommendations**

The following policy action recommendations have been drafted based on the above data generated in the Corrections Careers project. The aim of these statements is to propose improvements to the recruitment, retention, and professional development of prison officers in the Federal State of Bremen, which reflect the actual and current needs of employees in the prison service. These recommendations will be circulated to key stakeholders – including front line staff, policy makers and trainers of staff - and a debate will be supported to inform and improve the statements. The outcome of this process will be concrete recommendations for policy action.



## Recruitment

1. **Offer ways to ‘experience’ this valuable public service role during recruitment:**  
such as asking current staff to act as recruitment ambassadors. Underline throughout the recruitment phase that rehabilitation is not just a job for prison: correspondence with other authorities and institutions involved in the prisoners’ care and rehabilitation is crucial, as is building connections with outside of the prison that support reintegration.

**Council of Europe 2019 Guidelines regarding recruitment, selection, education, training and professional development of prison and probation staff recommend...**  
“Where possible, opportunities should be made available to prospective candidates for on-site visits to familiarise themselves with the role and everyday work of prison services and probation agencies and their importance to society.”

2. **Well-trained officers make positive ambassadors:** From the evidence provided in Corrections Careers, we can also see that being offered professional development makes prison officers positive ambassadors of prison and rehabilitation, both inside and outside the prison: Where a respondent identified a prison as being positive and proactive about promoting working in corrections as a career, they were also more likely to receive in-house career guidance, to have a mentor or counsellor who is not their line manager, and to feel they had a good understanding of what the rehabilitative aims of corrections are.

---

*„Ich berichte mit Begeisterung von der und meiner Arbeit im Vollzug, weil die so wichtig ist und ich mir kaum eine gleichwertig interessante Arbeit vorstellen kann.“*

*„I’m always enthusiastic about telling people about my work in the correctional system, because it is so important and I can hardly imagine an equally interesting job.“*

Bremen prison officer

---

## Retention

1. **Train managers in the importance of learning and development as an effective tool to inform and motivate staff:**



Irrespective of the type of training, prison officers in Bremen simply feel valued when their competencies are discussed and they are guided towards professional development opportunities. The line manager is in a key position to support this, and to advise on training which would further the prison officer's understanding of rehabilitation and (re)inclusion needs (in Bremen, specifically intercultural awareness and the basics of through-the-gate reintegration theory and procedure).

**Why do prison officers quit? Top three responses from 71 Bremen Prison Officers:**

35% said a lack of career options

23% said because of shift work/ not-family friendly working hours

18% said because the job was low paid/ lower paid than other civil service jobs in Bremen with similar duties

**2. Find the right tool to show the effective points for the career development of individual staff members:**

From the evidence base established in Corrections Careers, we know that critical points exist after 6 years and 19 years in service, as well as at other life-changing moments, for different staff demographics. Regular, one-to-one reviews are one tool, which team leaders in other prisons and in other professions use to effectively note when might be good for their employees to engage in training. Likewise, participation in training should be an indicator in staff appraisals. In Bremen, 56 out of 71 staff said they did not have annual appraisal with line managers. Staff could be consulted on whether an annual appraisal with a line manager would help to keep them on a professional development path and subsequently motivated to remain in the prison service.

**Would an annual appraisal benefit you? Responses from Bremen Prison Officers:**

**For:** „Eindruck über die Arbeitsweise von Außen. Durch Feedback kann man sich verbessern und frühzeitig an Negativem arbeiten.“ (“**Gain a different perspective on your work. Feedback helps you improve, and work on the negatives early on**”)

**Against:** „Beurteilungen sind nur bei Beförderungen/neuen Stellen angedacht und davon gibt es nicht jedes Jahr welche, aus der jährlichen Beurteilung würde kein Erkenntnisgewinn hervorgehen, für den Beurteiler und Beurteilten. Die Jahresgespräche hätten die Funktion für den jährlichen Leistungsstand.“ (“**Appraisals are only planned for promotions/new jobs and there are not any of these every year; the annual appraisal would not yield any knowledge for the appraiser and appraisee. The annual appraisals would have the function of annual performance reviews.**“)



## Professional Development

### 1. Form an evidence basis that the benefits outweigh the costs.

Training – particularly in specific areas – can be a costly investment. As can freeing staff from general duties to attend training sessions. However, from feedback that the benefits outweigh the costs, and Bremen Prison Officers have identified a range of areas – from security-based training to practical advice on partnership building to practical treatment of inmates with mental health or substance misuse issues. In addition, there is a legal obligation for Bremen Federal State to provide further training, practical advice and interdisciplinary cooperation (§ 97 para. 2 BremStVollzG) to its justice staff.

### 2. Theoretical training and practical methodologies to increase intercultural understanding.

Prison Officers say they need training to improve their skills and competencies in understanding and communicating the values in society, reflected in prison. They also say they need theoretical knowledge about the ‘correct’ way to handle prisoners, such as knowing the right way to handle specific prisoners and/or groups of prisoners. They identify a need for training in certain areas (such as mental health and substance misuse) to be kept up to date with progress in treatment in this area.

#### **Council of Europe 2019 Guidelines regarding recruitment, selection, education, training and professional development of prison and probation staff recommend...**

7.2 a) Training should focus on particular approaches such as pro-social modelling and work with specific groups including: women, juveniles and foreign nationals.

### 3. Intergenerational and inter-agency exchange and training, with particular reference to digital competencies:

Bremen Prison Officers identified a need to enhance collaboration and mutual understanding between staff. The Council of Europe recommends offering in-service training with mixed groups irrespective of their respective tasks and duties, and inter-agency where possible. In Bremen Prison, a need for digital competency training (both for security and for rehabilitation purposes) was specifically identified.

## Next steps

The aim of these draft action policy recommendations was to propose improvements to the recruitment, retention, and professional development of prison officers in the Federal State of Bremen. We have shown how these recommendations reflect the actual and current needs of employees in the prison service. These recommendations will be circulated to key



stakeholders – including front line staff, policy makers and trainers of staff - and a debate will be supported to inform and improve the statements. The outcome of this process will be concrete recommendations for policy action, coordinated on a European level with the CCJ4C Corrections Careers Partnership.

### Reference documents

- A full literature review and country reports from all partners form the basis of this project work. This can be downloaded in 5 languages here:  
<https://www.careersincorrections.com/>
- Report of the Prison Officer Needs Analysis Survey (2020) carried out by the Corrections Careers partners is available here:  
<https://www.careersincorrections.com/>



## CORRECTIONS CAREERS

PROJECT "European Career Counselling Guidelines for Staff Working in Criminal  
Correctional Justice System"

Approved by  
Commissioner of penitentiary police Liviu-Stefan MARICA,  
DIRECTOR



## REPORT

Workshop "FILTRAREA ȘI ADAPTAREA RECOMANDĂRILOR DIN DOMENIUL  
JUSTIȚIEI CORECȚIONALE"



The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

TIMISOARA PENITENTIARY

21.09.2022



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# CONTENT

1. Preparation activities
2. Workshop brief description
3. Main discussions
4. Conclusions and proposals
5. Workshop evaluation
6. Communication
7. Pictures
8. Annexes



## 1. Preparation activities

In stage of preparation for the workshop, the project team from Timisoara Prison established the list with potential participants to the workshop and send them an invitation for collaboration with a short description of the project and the agenda of the Workshop “FILTRAREA ŞI ADAPTAREA RECOMANDĂRILOR DIN DOMENIUL JUSTIȚIEI CORECȚIONALE” planned in 21 September 2022.

In the preparatory stage were made the necessary arrangements to identify a space for the event and to contract the necessary services for the workshop.

## 2. Workshop brief description

Timisoara Prison organized the workshop with policymakers, practitioners and researchers to filter and adapt the recommendations” were 20 persons have participated. The Workshop “FILTRAREA ŞI ADAPTAREA RECOMANDĂRILOR DIN DOMENIUL JUSTIȚIEI CORECȚIONALE” (Filtering and adapting recommendations in the field of correctional justice”) has been run in 21.09.2022 starting at 10 AM.

The objective of the workshop was to discuss with the national stakeholders the national position paper conceived and to present our own recommendations, recommendations that during the workshop are going to be filtered and adapted.

The workshop was focused to filter together with the participants and adapt the recommendations for recruitment, retention and professional development of employees.

At the workshop attended 20 representatives of:

- Timisoara Prison;
- Arad Prison;
- Oradea Prison;
- Educative Centre Buzias;
- International Police Association - Region 6;
- Centre For the Promotion of Lifelong Learning Timisoara.
- Career Guidance and Counselling Centre – West University of Timisoara.
- Romanian Centre for Penitentiary Studies – West University of Timisoara.
- National Trade Union of Penitentiary Policeman – Timisoara .

### 3. Main discussions

The welcome speech at the workshop was delivered by Mr. Valentin-Dorin ZAHARIA, cooperation and programs officer and also the project manager at Timisoara Prison. After this moment all participants has opportunity to present themselves.

Mr. Liviu-Ștefăniță MARICA, the director of Timisoara penitentiary was also present during the introduction, to tell the participants a few words about the importance of the project and the career development process in the penitentiary system.

Mr. Bogdan-Ionuț NICOLESCU presented a Power Point presentation about the Project “European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice System”. He delivered information about partnership, project objectives and activities. He also presented the purpose of the workshop and what we want to achieve at the end of it.

The next presentation was about “National position paper” from the romanian correctional system presented by Mr. Radu-Constantin CIOLACU. He explained what competencies were identified into the project, what were the results of the analysis carried out in previous work packages.

Following the first part of “National position paper”, Mrs. Magdalena RADU presented the **proposals for the recruitment, retention, and professional development of employees**. We filtered the recommendations, and we tried to adapt the recommendations in the situations where adapt was needed.

At the end of the workshop, Mr. Valentin-Dorin ZAHARIA thanked for the participation and involvement in the project, and invited them to answer the evaluation questionnaire of the workshop.

### 4. Conclusions and proposals

In the last part of the workshop, the participants had to filter and adapt the proposals for the recruitment, retention, and professional development of employees.

The list drawn up by Timisoara Prison consists of the following proposals:

- extending the 3-day period to 2 weeks for prospective employees to get an idea of what working in a prison entails before signing the employment contract;
- introducing the employee motivation method;

- the introduction of career counselling because this idea could be very beneficial for prison staff;
- identification of ways of carrying out exchanges of experience inside or outside the country into the prison systems;
- the participation of all staff members in leadership and communication courses;
- team building activities and mode of action in case of operational incidents.

The other recommendations, proposals made by the participants are in fact a complement to those presented by the project team.

## 5. Workshop evaluation

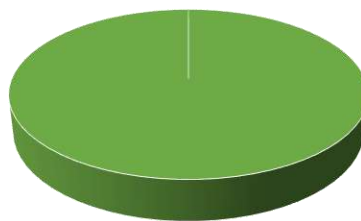
### Results of evaluation questionnaires applied:

At the end of the workshop each participant filled the **evaluation questionnaire**.

The results are presented in next and chart:

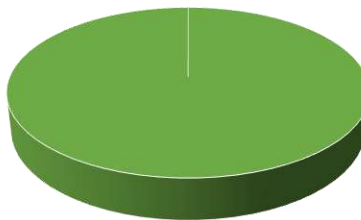
*Workshop preparation:*

1. Was provided sufficient information before the seminar?



■ YES ■ NO ■ N/A

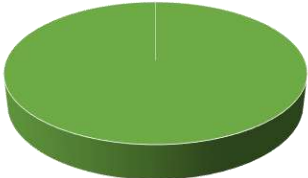
2. Was the working environment satisfactory?



■ YES ■ NO ■ N/A

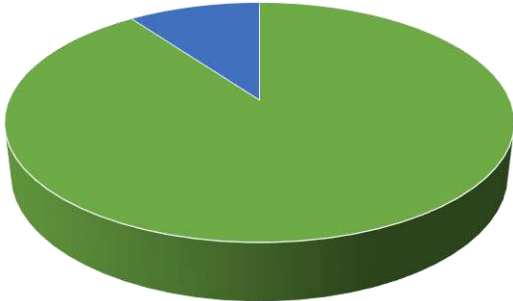
The workshop:

3. Did the seminar give adequate time for introductions and finding out the background of other participants?



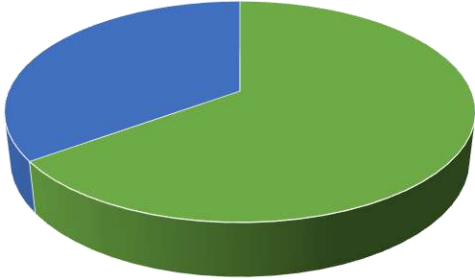
■ YES ■ NO ■ N/A

4. How do you rate the time and duration of the seminar?



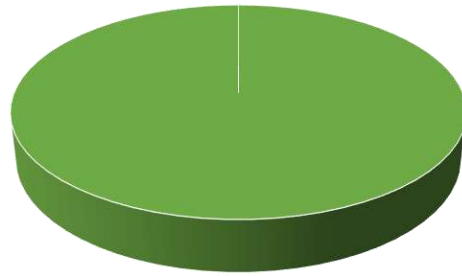
■ 5 points ■ 4 points ■ 3 points ■ 2 points ■ 1 point

5. How clear and relevant were the participant's contributions?



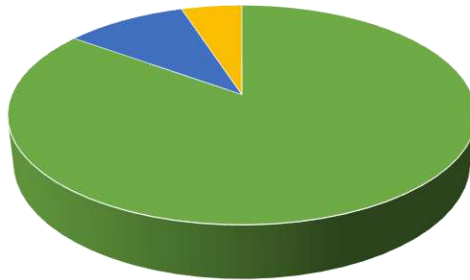
■ 5 points ■ 4 points ■ 3 points ■ 2 points ■ 1 point

6. Do you feel that there is a mutual understanding among the participants?



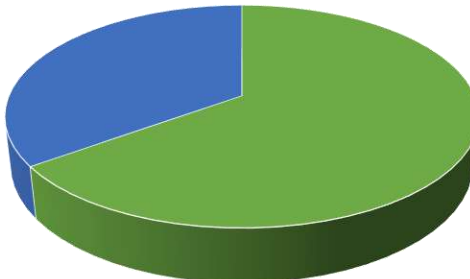
■ YES ■ NO ■ N/A

7. How do you rate the moderator's capacity to facilitate the session productively?



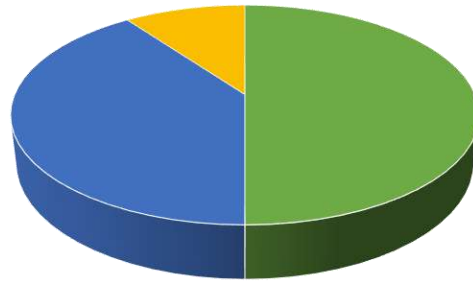
■ 5 points ■ 4 points ■ 3 points ■ 2 points ■ 1 point

8. How confident are you with the importance of the identified recommendations?



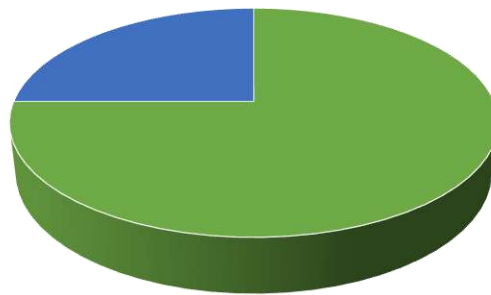
■ 5 points ■ 4 points ■ 3 points ■ 2 points ■ 1 point

9. How confident are you with the applicability of the identified recommendations?



■ 5 points ■ 4 points ■ 3 points ■ 2 points ■ 1 point

10. Did the seminar workshop meet your expectations?



■ 5 points ■ 4 points ■ 3 points ■ 2 points ■ 1 point

11. Please feel free to add any feedback relevant to the organisers of the workshop or the project management team.

- *shaping approaches to legislative harmonization.*

12. What do you consider to be the main strength of this workshop?

- *free discussion, exchange of views, the interaction during the workshop;*

- *participants from many different fields and institutions;*

- *the organization of the workshop and the clarity of information;*

- *“open” space in which some ideas were discussed;*

- *the desire for change and the involvement of the project moderators;*

- *the objectives of the project, the multidisciplinary nature of the fields from which the participants come;*

- *the presence of career counsellors.*

13. Where there any weak points?

- *sometimes the moderator could have intervened more;*

14. Can you see any problem areas for the project that should be tackled as soon as possible?

- *integration of the identified solutions into the current legal framework;*

- *the fastest possible achievement of project objectives.*

*Suggestions:*

15. Do you consider that the workshop should have covered other topics? If yes, which ones?.

16. Do you have any suggestion for the future?

- *presentation, dissemination in other penitentiary units;*

- *involvement of responsible N.P.A. staff;*

- *organizing such workshops also on other occasions;*

- *promoting the achievement of project objectives;*

- *outsourcing of certain services can have a great long-term impact on the pressure felt by employees;*

- *to make the event last longer in order to debate the issues more widely.*

## 6. Communication

The workshop communication was in Romanian language.

The moderator of the workshop was Mr. Valentin-Dorin ZAHARIA

During the event, the members from Timisoara Prison project team Mr. Bogdan-Ionuț NICOLESCU and Mr. Radu-Constantin CIOLACU and Mrs. Magdalena RADU presented the next two Power Point materials:

1. **Project presentation and the objective of the workshop** presented by Bogdan-Ionuț NICOLESCU





**Programul de finanțare : ERASMUS+**

**Coordonatorul parteneriatului:** Centrul pentru Promovarea Învățării Permanente Timișoara

**Parteneri:**

1. Penitenciarul Timișoara - ROMÂNIA
2. Senator für Justiz und Verfassung Freie Hansastadt Bremen-Bremen Ministry of Justice and Constitution - GERMANIA
3. GENERAL DIRECTORATE OF PRISONS AND DETENTION HOUSES - TURCIA
4. Sindicatul Național al Polițiștilor de Penitenciare - ROMANIA
5. CEIPES - ITALIA
6. QUALIFY JUST - IT Solutions and Consulting, LTD - PORTUGALIA
7. Baltic Education Technology Institute - LITUANIA
8. ICPA Office in Europe - OLANDA
9. York Associates International Ltd - MAREA BRITANIE
10. BrainLog - DANEMARCA

**Perioada de derulare:**1.01.2020-30.04.2023



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C #12663-EPF-1-2019-1-RO-EPPKAI-FI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**Descriere:**

În proiectul nostru CCJ4 analizăm evoluțiile realizate în orientarea în carieră a personalului ce lucrează în penitenciare, planificăm să dezvoltăm o metodologie și un proces de susținere a competențelor în managementul carierei. Pentru ca metodologia să fie aplicată și procesul să fie desfășurat în administrațiile penitenciare din țările partener, trebuie să dezvoltăm și propuneri de politici care să sprijine orientarea în carieră, să le promovăm și să pilotăm punerea lor în aplicare. În același timp, realizăm un proces de coproducție cu părțile interesate.

**Obiectivele generale sunt:**

1. Dezvoltarea, testarea și stabilirea unei metodologii de lucru pentru începerea sau îmbunătățirea procesului de îndrumare în carieră în **justiția corecțională penală (CCJ)**, cu accent pe competențele necesare pentru a gestiona propria carieră.
2. Introducerea pe agenda publică europeană a necesității unei abordări structurate și ghidate a gestionării carierei în sistemul penitenciar, începând cu implicarea părților interesate directe.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C #12663-EPF-1-2019-1-RO-EPPKAI-FI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**Obiectivele specifice sunt:**

1. Derulăm o analiză a părților interesate, a scenariilor posibile și a factorilor cheie în orientarea în carieră în domeniul **justiției corecționale penale (CCJ)**;
2. Colectarea nevoilor sistemice și individuale ale actorilor principali, identificând abordarea politică privind orientarea în carieră pentru personalul din penitenciare;
3. Dezvoltarea de soluții gata de implementat pentru personalul corecțional, penitenciare, administrațiile penitenciare și autoritățile publice responsabile: profilul competențelor necesare pentru a sprijini managementul carierei (cartografierea complexă a abilităților, comportamentelor și atitudinilor), dezvoltarea unui instrument interactiv pentru a ajuta utilizatorii să navigheze pe profil, să se autoevalueze, obținerea de soluții de dezvoltare și sprijin în învățarea personalizată pentru a-și consolida competențele;
4. Pilotarea și încorporarea soluțiilor la nivelul administrației penitenciare;
5. Utilizarea instrumentelor de politică publică precum audieri publice structurate, ședințe ale comitetului, advocacy direct, pentru a prezenta rezultatele și a promova valorificarea acestora la nivel european



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 #12663-EPP-1-2016-1-RD-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

**Pachetul de lucru nr.1 - Management și coordonare (inclusiv Asigurarea Calității)**

În cadrul acestui pachet de lucru se desfășoară activități de coordonarea consorțiului, stabilind cadrul de interacțiune și monitorizând respectarea acestui cadru, gestionând și abordând conflictele, derulând procesul de raportare în timp util și ordonat. Sunt prevăzute cinci întâlniri transnaționale de proiect.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 #12663-EPP-1-2016-1-RD-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## Pachetul de lucru nr.2 - Analiza politicilor privind carierele profesionale pentru personalul care lucrează în sistemul de justiție corecțională penală

Acest pachet de lucru se referă la identificarea politicilor privind îndrumarea în carieră pentru personalul din penitenciare.

Nu este vorba doar despre identificarea la nivel european, ci este și despre:

- ❖ Colaborarea cu factorii cheie în educarea lor cum să-și analizeze contextul politicilor din acest domeniu și ce să facă cu această analiză (elaborarea documentului de situație actuală și dezvoltarea lui folosind și tehnici de perspectivă);
- ❖ Ajutarea părților cheie interesate să își exprime concluziile și nevoile legate de îndrumarea în carieră a personalului penitenciar, a personalului corecțional (folosind mecanismul de audiere publică structurată).



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 #12663-EPF-1-2018-1-RO-EPFKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## Pachetul de lucru nr.3 - Analiza părților interesate privind carierele profesionale pentru personalul corecțional, nevoile acestora educative și competențele de sprijin

Acest pachet de lucru trebuie să ofere cunoștințe aprofundate cu privire la personalul corecțional, situațiile de învățare și formare, metodologii eficiente, înțelegerea competențelor necesare pentru gestionarea propriilor cariere. Se bazează și pe datele și experiențele realizate în pachetul de lucru anterior. Se dorește a se realiza **catalogul complet al abilităților de management al carierei în justiția corecțională penală**. Vom folosi tehnicile de explorare și dinamica schimbării: **Driver Mapping, Axes of Uncertainty și DACUM**. În acest moment nu există planuri europene sau naționale pentru această problemă, planuri de orientare în carieră.

**Procesul de lucru este stabilit în două domenii majore de intervenție:**

- Tehnici care sondează contextele de învățare și dezvoltare profesională disponibile pentru personalul corecțional, dar și privitor la autoritățile responsabile cu îndrumarea în carieră, formatori. Aceasta înseamnă să înțelegem cum sunt construite și utilizate competențele de management de carieră și care sunt factorii de risc în acest moment.
- Tehnica de construire a profilului de competențe, sub forma unui atelier DACUM, bazat pe aportul direct al ofițerilor corecționali.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 #12663-EPF-1-2018-1-RO-EPFKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

#### **Pachetul de lucru nr.4 - Dezvoltarea instrumentelor și resurselor de învățare pentru a pune în legătură contextul politic și contextul de învățare într-un mediu interactiv. Construirea unui mediu on-line pentru:**

- experiențe de învățare pentru personalul corecțional legate de dezvoltarea și îmbunătățirea competențelor de gestionare a carierei
- experiențe de consolidare a capacității pentru contextul resurselor umane în materie de justiție corecțională penală, oferind asistență pentru orientarea în carieră

Odată dezvoltat, mediul nostru online va fi promovat pentru a fi utilizat pentru:

- proiectarea, implementarea, evaluarea și revizuirea unui program cuprinzător de dezvoltare a carierei pentru personalul dintr-un penitenciar;
- cartografierea pentru a stabili ce competențe în managementul carierei acoperă academile administrației penitenciare
- crearea unui curs de dezvoltare a carierei ;
- determinarea nivelului individului de stăpânire a competențelor de gestionare a carierei, astfel încât biroul resurse umane al închisorii să poată dezvolta o strategie de intervenție pentru a răspunde nevoilor acestora;
- asigurarea faptului că resursele pe care le dezvoltă un furnizor de instruire se adresează competențelor specifice de gestionare a carierei;
- revizuirea unor resurse pentru personalul corecțional pentru a determina competențele de gestionare a carierei pe care le ținește;
- revizuirea resurselor de informații despre carieră ale organizației pentru a determina ce competențe de gestionare a carierei sunt acoperite.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 #12663 EPP-1-2018-1-RD-EPPKAG-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

#### **Pachetul de lucru nr.5 - Dezvoltarea recomandărilor de acțiuni politice bazate pe dovezile construite în proiect pentru dezvoltarea mecanismelor de orientare în carieră în CCJ**

Vom traduce în limbajul politicilor publice munca dezvoltată în proiectul nostru și vom educa factorii de decizie politici printr-o serie de întâlniri la nivel național și european, vom prezenta care este situația în sprijinirea orientării în carieră, de ce e nevoie să se abordeze acest subiect, care sunt amenințările actuale și care sunt instrumentele noastre propuse în cadrul proiectului. Vom trece de la experți individuali care oferă feedback și opțiuni, la instituții care oferă exemple de bune practici, la factorii de decizie la nivel național, la factorii de decizie europeni.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 #12663 EPP-1-2018-1-RD-EPPKAG-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## Pachetul de lucru nr.6 - Diseminarea, exploatarea și împărtășirea practicilor inspiratoare

Pachetul de lucru are 3 ținte principale:

1. diseminarea procesului de dezvoltare, abordarea comunitară a dezvoltării contextului de gestionare a carierei, îmbunătățirea generală a contextului în care un ofițer corecțional folosește competențele de gestionare a carierei;
2. să sprijine îmbunătățirea practicii la nivel național în țările partenere și în țările vecine ale fiecărui partener (de exemplu, partenerii din România vor coopera cu Ungaria, Serbia și Republica Moldova). Modernizarea se va realiza practic prin cooperarea directă la nivel național cu Ministerul Justiției, academiile corecționale și centrele de pregătire;
3. să promoveze la nivel european proiectul și rezultatele acestuia. Pentru aceasta, fiecare partener a prevăzut posibilitatea de a se angaja direct în activități de lobby în timpul implementării proiectului la Parlamentul European, Comisia Europeană, Consiliul European sau comitetele europene relevante și asociațiile sindicale la nivel european.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 #12663 EPP-1-2016-1-RO-EPPK43-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## Workshopul este realizat în cadrul pachetului de lucru nr.5 - Dezvoltarea recomandărilor de acțiuni politice bazate pe dovezile construite în proiect pentru dezvoltarea mecanismelor de orientare în carieră în CCJ

Acest pachet de lucru asigură unicitatea proiectului nostru. Unele proiecte până acum s-au concentrat pe educație, altele s-au concentrat pe construirea instituțională, dar niciunul dintre proiecte nu a abordat întreaga viață profesională (cariera) a personalului din penitenciare și niciunul nu a mers la un nivel atât de înalt încât să prezinte rezultatele factorilor de decizie europeni.

Scopul nostru la final este să ne asigurăm că rezultatele noastre sunt cunoscute, recunoscute și că factorii de decizie le vor considera pe acelea drept suficiente de importante pentru a face parte din agenda europeană.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 #12663 EPP-1-2016-1-RO-EPPK43-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Luând în considerare:

- politicile actuale din sistemul penitenciar de pe latura de Resurse Umane.
- competențele și nevoile identificate în pachetele de lucru anterioare în rândul angajaților din sistemul penitenciar .

Trebuie să formulăm:

- propuneri pentru **recrutarea, menținerea în sistem și dezvoltarea profesională a personalului;**
- furnizarea căilor de implementare a propunerilor.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC 812883-EPP-1-2016-1-RD-EPPKA3-P1-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

1. **National position paper** presented by Radu-Constantin CIOLACU and Magdalena RADU.



# NATIONAL POSITION PAPER

## ROMANIA



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC 812883-EPP-1-2016-1-RD-EPPKA3-P1-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## SISTEMUL PENITENCIAR DIN ROMÂNIA

În mod ideal, politica de gestionare a resurselor umane ar trebui să reflecte intențiile, atitudinile și obiectivele conducerii administrației penitenciare în ceea ce privește **recrutarea, menținerea și dezvoltarea profesională a angajaților.**

Politica de resurse umane ar trebui să acționeze ca o reglementare și ca un ghid pentru cei responsabili de deciziile manageriale, iar managerii la rândul lor, ar trebui să fie instruiți în ceea ce privește punerea în aplicare a structurilor și activităților care sprijină această politică.

Angajații ar trebui să fie ținuți la curent atât cu politica de resurse umane, cât și cu oportunitățile de dezvoltare profesională aferente.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CC400 412693 ERP-1-2016-1-RO-ERPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## EDUCAȚIA

Administrația Națională a Penitenciarelor, în procesul de selecție a polițiștilor de penitenciare, garantează aplicarea principiilor de **egalitate, merit, capacitate profesională și de transparență.**

Încadrarea reprezintă numirea ca polițist de penitenciare și se poate face prin următoarele modalități:

- repartizarea cu prioritate pe locurile anume rezervate în acest scop a absolvenților instituțiilor de învățământ care pregătesc personal pentru poliția penitenciară - ofițeri și agenți;
- concurs, din sursă externă;
- transferul cadrelor militare și polițiștilor din cadrul altor instituții publice de apărare, ordine publică și securitate națională ale statului.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CC400 412693 ERP-1-2016-1-RO-ERPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## PREGĂTIREA POLIȚIȘTILOR DE PENITENCIARE

Pregătirea polițiștilor de penitenciare este de mai multe tipuri:

- Pregătirea specializată din etapa de debut în carieră are ca obiectiv însușirea specificului activității sistemului penitenciar, formarea și evaluarea abilităților profesionale ale polițiștilor de penitenciare în scopul îndeplinirii atribuțiilor și responsabilităților funcției;
- Pregătirea pentru dezvoltarea carierei (pregătire organizată de către unități sau de către structurile de pregătire, de ex. curs de comunicare);
- Pregătirea individuală.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC #12663-EPF-1-2016-1-RD-EPPKAI-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## PREGĂTIREA POLIȚIȘTILOR DE PENITENCIARE

- În fiecare an se elaborează Planul de formare profesională a personalului, plan ce cuprinde activitățile de formare profesională organizate la nivelul sistemului penitenciar (cursuri, întâlniri profesionale, convocări de specialitate).
- Planul se întocmește pe baza corespondenței cu unitățile, în funcție de solicitări și de existența fondurilor bugetare.
- Conform Contractului Colectiv de Muncă - angajatorul are obligația de a aloca anual cu cel puțin 10% mai mult decât alocația din anul precedent pentru cheltuieli de formare și perfecționare. (în limita bugetului disponibil).



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC #12663-EPF-1-2016-1-RD-EPPKAI-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## NEVOI DE PREGĂTIRE IDENTIFICATE ÎN CADRUL PROIECTULUI

Pachetul de lucru numărul 3 din cadrul proiectului s-a axat pe analiza părților interesate referitor la carierele profesionale pentru personalul corecțional, nevoile acestora educative și competențele de sprijin.

Din analiza rezultatelor workshop-urilor cu părțile interesate, organizate în cadrul pachetului de lucru, reiese clar că domeniile identificate ce necesită a fi dezvoltate prin formare sunt asemănătoare în rândul personalului corecțional, indiferent de țara angajatului sau funcția pe care acesta o ocupă.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 912693-EPP-1-2016-1-RO-EPPKAI-FI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## NEVOI DE PREGĂTIRE IDENTIFICATE ÎN CADRUL PROIECTULUI

### 1. Conștientizarea problemelor și a strategiilor de sănătate mintală

Considerăm că este nevoie de acest tip de pregătire, deoarece numărul deținuților cu probleme mintale este destul de semnificativ.

De asemenea, munca în penitenciar nu este una ușoară și poate conduce la diverse afecțiuni, de aceea credem că este necesară o pregătire pe latura aceasta, deoarece personalul trebuie să învețe cum să abordeze și cum să depășească problemele întâlnite în activitatea zilnică, fără ca acestea să îi afecteze sănătatea.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 912693-EPP-1-2016-1-RO-EPPKAI-FI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## NEVOI DE PREGĂTIRE IDENTIFICATE ÎN CADRUL PROIECTULUI

### 2. Pregătire pe latura I.T.

Acest tip de pregătire a fost considerat necesar de majoritatea participanților, deoarece de la o zi la alta, procesul de digitalizare se extinde foarte mult.

Pregătirea în acest domeniu este esențială, indiferent de domeniul de activitate sau postul ocupat în cadrul unui penitenciar.

Tindem să automatizăm cât mai multe din procesele din penitenciar, să folosim cât mai mult din tehnologia care ne poate ușura munca, dar în același timp avem nevoie și de oameni pregătiți, care să știe să lucreze cu aceste tehnologii.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC #12693-EPF-1-2016-1-RO-EPFKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## NEVOI DE PREGĂTIRE IDENTIFICATE ÎN CADRUL PROIECTULUI

### 3. Pregătire pe latura de soft skills

În cadrul acestei categorii, este nevoie de pregătire pentru dezvoltarea următoarelor aptitudini:

- Empatie;
- Abilitatea de a comunica și asculta;
- Încrederea în propriile forțe;
- Asertivitate;
- Abilitatea de a lua decizii;
- Auto-control;
- Inteligență emoțională;
- Managementul stresului;
- Creativitate.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC #12693-EPF-1-2016-1-RO-EPFKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## NEVOI DE PREGĂTIRE IDENTIFICATE ÎN CADRUL PROIECTULUI

### 4. Pregătire în ceea ce privește cunoașterea procedurilor importante

De asemenea, se subliniază importanța cunoașterii temeinice a propriilor proceduri de lucru.

Este ușor de recunoscut că fiecare profesionist trebuie să știe ce face și să înțeleagă procedurile pentru a avea o performanță bună. Participanții evidențiază proceduri specifice (cum să reacționezi în caz de evadare, revoltă, incendiu, nevoie de asistență medicală etc.)



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC #12663-EPF-1-2016-1-RD-EPPKAI-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## NEVOI DE PREGĂTIRE IDENTIFICATE ÎN CADRUL PROIECTULUI

### 5. Cunoașterea modului de lucru cu deținuții ce aparțin anumitor categorii

Mulți participanți au raportat dificultățile cu care se confruntă în abordarea specificităților dintre deținuți (cultură, limbă, vârstă și religie) - deținuți diferiți au preocupări diferite și necesită abordări specifice.

Astfel, personalul de penitenciar este de acord că are nevoie de formare în domeniul abilităților sociale, al competențelor interculturale și al conștientizării altor religii, culturi.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC #12663-EPF-1-2016-1-RD-EPPKAI-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## NEVOI DE PREGĂTIRE IDENTIFICATE ÎN CADRUL PROIECTULUI

### 6. Pregătire specifică pentru personalul de sex feminin

De asemenea, a fost subliniată și formarea pentru personalul feminin din penitenciare, deoarece acestea pot întâmpina mai multe provocări în viața profesională și au, de asemenea, oportunități de promovare limitate.

Prin urmare, se sugerează că orientările privind dezvoltarea carierei pentru personalul din penitenciare trebuie să includă considerații specifice de gen.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C #12663-EPP-1-2016-1-RO-EPPKAI-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## NEVOI DE PREGĂTIRE IDENTIFICATE ÎN CADRUL PROIECTULUI

### 7. Pregătire pentru modul de lucru cu deținuții cu infracțiuni mai puțin comune (infracțiuni cibernetice, terorism, radicalizare, crimă organizată, consum și trafic de droguri)

Participanții consideră că este important să cunoască și să facă față creșterii numărului de infracțiuni specializate, cum ar fi infracțiunile cibernetice, terorismul/radicalizarea, drogurile sau crima organizată, infracțiuni ce pot duce la modificarea caracteristicilor deținuților.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C #12663-EPP-1-2016-1-RO-EPPKAI-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## Propuneri pentru recrutarea, menținerea în sistem și dezvoltarea profesională a personalului



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC 512663-EPP-1-2016-1-RD-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## PROPUNERI PENTRU RECRUTAREA PERSONALULUI ÎN SISTEMUL PENITENCIAR



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC 512663-EPP-1-2016-1-RD-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## RECRUTAREA PERSONALULUI

După promovarea examenului de admitere, înainte de a începe școala (cursurile propriu-zise), în România, următoarea etapă este prezentarea timp de 3 zile, a câte 8 ore pe zi, la unitatea penitenciară unde și-a depus dosarul pentru a vedea dacă această meserie este într-adevăr cea pe care și-o dorește.

Pe parcursul celor 3 zile, îi sunt prezentate spațiile penitenciarului, modul de lucru, dar și o mică descriere a tuturor activităților desfășurate, ca să își facă o idee despre mediul de lucru.

Considerăm ca aceste 3 zile nu sunt suficiente și că acestea ar trebui înlocuite cu o perioadă de minim 2 săptămâni, în care să meargă zilnic la lucru, alături de un mentor, și să își desfășoare activitatea împreună cu acesta, pentru a vedea ce presupune munca zilnică.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC #12663-EPF-1-2016-1-RD-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## RECRUTAREA PERSONALULUI

Viitorul polițist de penitenciare ar trebui să petreacă aceste zile în mod predominant în sectorul de activitate în care a fost admis, spre exemplu dacă a fost admis ca și agent operativ, să fie repartizat în sectorul operativ, iar dacă a fost admis ca și agent economico-administrativ să desfășoare activități specifice aceluși sector.

Același lucru să fie aplicabil și în cazul candidaților care optează pentru celelalte unități de învățământ - universitar sau postliceal din România - care școlarizează elevi sau studenți pentru arma penitenciară.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC #12663-EPF-1-2016-1-RD-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## RECRUTAREA PERSONALULUI

O etapă importantă în viața profesională a fiecărui angajat o are și instruirea periodică.

Prin intermediul instruirii, personalul din penitenciare ar trebui să fie familiarizat cu cunoștințele, abilitățile și atitudinea necesară pentru a-și îndeplini bine îndatoririle, precum și cu respectarea drepturilor deținuților.

Munca în penitenciar este destul de complexă și necesită o varietate de abilități. Mulți noi angajați nu vor avea în prealabil nicio cunoștință despre acest tip de muncă. Formarea face parte, astfel, din seria de demersuri întreprinse pentru dezvoltarea și menținerea unei forțe de muncă calificate, motivate și dedicate.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC 512663-EPP-1-2016-1-RD-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## PROPUNERI PENTRU MENȚINEREA PERSONALULUI ÎN SISTEMUL PENITENCIAR



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC 512663-EPP-1-2016-1-RD-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## 1. MOTIVAREA PERSONALULUI

Printre principiile care stau la baza organizării și dezvoltării carierei în funcția publică din sistemul administrației penitenciare se regăsește și **motivarea** – principiu potrivit căruia, în vederea dezvoltării carierei, Administrația Națională a Penitenciarelor și unitățile subordonate au obligația să identifice și să aplice în condițiile legii, instrumente de motivare morală și materială a personalului din subordine, precum și să sprijine inițiativa de dezvoltare profesională a acestora.

Personalul de penitenciar face parte dintr-o cultură organizațională care este „un model de valori, norme, credințe, atitudini și ipoteze care nu trebuie să fie formalizate, dar care modelează comportamentul și modalitățile de realizare a sarcinilor”.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC #12663-EPF-1-2016-1-RD-EPPKAI-FI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## 1. MOTIVAREA PERSONALULUI

- Datorită unei structuri ierarhice și a unui stil autoritar de management, cultura organizațională din sistemul penitenciar este o sursă suplimentară de stres pentru personal.
- Utilizarea de către directorii de penitenciare a tehnicilor motivaționale adecvate poate fi eficientă în menținerea integrității personalului penitenciarului și în creșterea satisfacției lor în muncă.
- Personalul de penitenciare are puțină vizibilitate, deși are o mare varietate de abilități și efectuează lucrări care pot fi descrise ca un carusel emoțional. Rareori primesc laudele pe care le merită, întrucât au de-a face cu categorii de persoane pe care restul societății le evită.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC #12663-EPF-1-2016-1-RD-EPPKAI-FI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## 1. MOTIVAREA PERSONALULUI

Motivarea personalului se poate realiza prin trei moduri de abordare:

1. Prima abordare este conceptul de utilizare a **recompensării prin câștiguri mici**. Acest concept este folosit în sectorul privat și implică felicitarea angajaților de către superiori atunci când s-a întâmplat un eveniment pozitiv la locul de muncă.
2. O a doua abordare este de a **extinde recunoașterea și aprecierea personalului penitenciarului în fața colegilor lor**.
3. A treia abordare este de a **oferi atât premii tradiționale, cât și moderne și recompense pentru performanța în muncă**. Astfel de premii includ **certIFICATE, plachete și notificarea conducerii superioare despre performanța angajaților**.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CC400 #12693 EPP-1-2016-1-RO-EPPKAS-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## 2. ACTIVITATEA DE CONSILIERE ÎN CARIERĂ

Considerăm că acest tip de activitate ar trebui să fie prezentă și în sistemul penitenciar.

Nu s-a regăsit în cadrul niciuneia dintre instituțiile partener, dar considerăm că este necesară în orice instituție, dar mai ales în cele publice, unde munca de zi cu zi poate conduce către o rutină care obosește și blazează.

Acest tip de activitate considerăm că poate fi efectuată de către o **echipă** formată din:

- psiholog de personal din unitate;
- lucrător formare profesională;
- lucrător resurse umane (pentru a avea acces la date relevante din dosarul profesional sau opțiuni de ocupare a altor posturi vacante);
- consilier în carieră (specialist din afara sistemului).



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CC400 #12693 EPP-1-2016-1-RO-EPPKAS-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## 2. ACTIVITATEA DE CONSILIERE ÎN CARIERĂ

- ❑ Activitatea de consiliere ar fi necesar să fie coordonată la nivelul Administrației Naționale a Penitenciarelor și implementată în fiecare unitate penitenciară.
- ❑ Efectuarea acestui tip de activitate de consiliere în carieră s-ar putea realiza prin alocarea unui număr de ore pentru fiecare unitate penitenciară și prin prevederea în bugetul anual a fondurilor necesare efectuării acesteia.
- ❑ Activitatea s-ar putea realiza prin prestări servicii, în regim de *plata cu ora*, a unui consilier de carieră, în vederea desfășurării activităților de consiliere cu personalul din unitatea penitenciară.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC 512663-EPP-1-2016-1-RD-EPPKA3-P1-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

# PROPUNERI PENTRU DEZVOLTAREA PROFESIONALĂ A PERSONALULUI ÎN SISTEMUL PENITENCIAR



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC 512663-EPP-1-2016-1-RD-EPPKA3-P1-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## DEZVOLTAREA PROFESIONALĂ A PERSONALULUI PE PARCURSUL CARIEREI

Personalului de penitenciare ar trebui să-i fie oferite oportunități suplimentare de dezvoltare profesională la intervale regulate de-a lungul carierei, pentru a asigura faptul că își menține cunoștințele și abilitățile și este la curent cu cele mai recente concepte și tehnici relevante pentru rolul lor.

Acest lucru este, de asemenea, important pentru menținerea motivației și reținerii personalului. Astfel de oportunități pot include:

- pregătire internă;
- instruire în centre specializate cu personal specializat;
- calificări la nivel național;
- oportunități de formare în domenii conexe (asistență socială, psihologie).

Nu ar trebui să existe nicio discriminare în ceea ce privește oportunitățile de dezvoltare profesională, pe niciun criteriu.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 #12693-EPF-1-2016-1-RO-EPPKAG-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## DEZVOLTAREA PROFESIONALĂ A PERSONALULUI PE PARCURSUL CARIEREI

- Strategia de dezvoltare profesională trebuie să aibă un caracter pregnant de adaptabilitate și flexibilitate.
- Pentru o cât mai eficientă corelare între procesul de formare profesională și necesitățile și interesele reale ale beneficiarilor, direcți sau indirecti, este necesară consultarea acestora.
- Dezvoltarea profesională continuă inspiră membrii personalului să fie loiali și să producă idei inovatoare. Când angajaților li se oferă șansa de a-și perfecționa abilitățile și de a extinde ceea ce știu, ideile lor proaspete și noi contribuie la dezvoltarea sistemului penitenciar.
- Dacă angajații nu sunt "provocați", au puține motive să fie creativi, imaginativi sau să investească în munca lor.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ40 #12693-EPF-1-2016-1-RO-EPPKAG-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## 1. CURSURI DE LEADERSHIP ȘI COMUNICARE

Mai multe studii recunosc că **leadership-ul** influențează bunăstarea individuală a oricărui adult care lucrează.

Calitatea conducerii a fost legată întotdeauna de o serie de rezultate în psihologia sănătății ocupaționale:

- **rezultate pozitive**, cum ar fi bunăstarea psihologică și climatul de siguranță organizațional;
- **rezultate negative**, inclusiv stresul angajaților, boli cardiovasculare, incidente la locul de muncă și comportamente negative legate de sănătate, cum ar fi abuzul de alcool.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C #12693-EPF-1-2016-1-RO-EPFKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## 1. CURSURI DE LEADERSHIP ȘI COMUNICARE

Personalul ar trebui dezvoltat și recunoscut ca “un bun de valoare”. Un manager ar trebui să servească drept lider, antrenor și mentor pentru a conecta și dezvolta angajații.

Este vital să se dezvolte acei membri ai personalului care pot preda abilitățile necesare pentru ca alți angajați să devină mai eficienți la locul de muncă.

Considerăm că este necesară introducerea cursului de **leadership** în cadrul sistemului penitenciar, deoarece în cadrul unui penitenciar regăsim relații de subordonare ierarhică de toate categoriile, iar fiecare membru al personalului se găsește în postura de a lua anumite decizii sau de a da dispoziții.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C #12693-EPF-1-2016-1-RO-EPFKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## 1. CURSURI DE LEADERSHIP ȘI COMUNICARE

În cadrul penitenciarelor și în majoritatea activităților efectuate de către polițiștii de penitenciare se regăsește și comunicarea.

Fie că este vorba de activități desfășurate cu persoane private de libertate, fie că sunt activități între membrii personalului, toate se fac prin intermediul comunicării.

Personalul ar trebui să participe în mod constant la cursuri de comunicare, pentru a comunica cât mai eficient atât cu colegii, cât și cu persoanele private de libertate.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CC400 #12663 EPP-1-2016-1-RO-EPPKAI-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## 2. ACTIVITĂȚI DE TEAMBUILDING ȘI MOD DE ACȚIUNE ÎN CAZUL PRODUCERII INCIDENTELOR

În sistemul penitenciar, fie că ne place sau nu, suntem ca într-o echipă în care fiecare membru își are rolul bine definit.

De aceea, este importantă organizarea periodică a activităților de *teambuilding* care să aibă ca scop consolidarea relațiilor de comunicare și încredere între angajați.

O importanță sporită considerăm că trebuie acordată și activităților periodice în care angajații să simuleze anumite incidente ce pot apărea la locul de muncă, dar și modul lor de soluționare.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CC400 #12663 EPP-1-2016-1-RO-EPPKAI-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

### 3. ACTIVITĂȚI DE MOBILITATE ÎN SISTEMUL PENITENCIAR

Activitățile de mobilitate, vizitele de studiu organizate care să aibă ca și obiectiv îmbogățirea cunoștințelor privind sistemul penitenciar din alte țări, stabilirea de contacte inter-instituționale între penitenciarele vizitate și diseminarea experiențelor și a bunelor practici din cadrul sistemului penitenciar din afara țării la diferite niveluri în sistemul penitenciar românesc, pot juca un rol important în dezvoltarea profesională a angajaților din sistemul penitenciar.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CC400 #12693 EPP-1-2016-1-RO-EPPK3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



#### AUTORI:

Valentin-Dorin ZAHARIA

Georgeta IONESCU

Magdalena RADU

Radu-Constantin CIOLACU

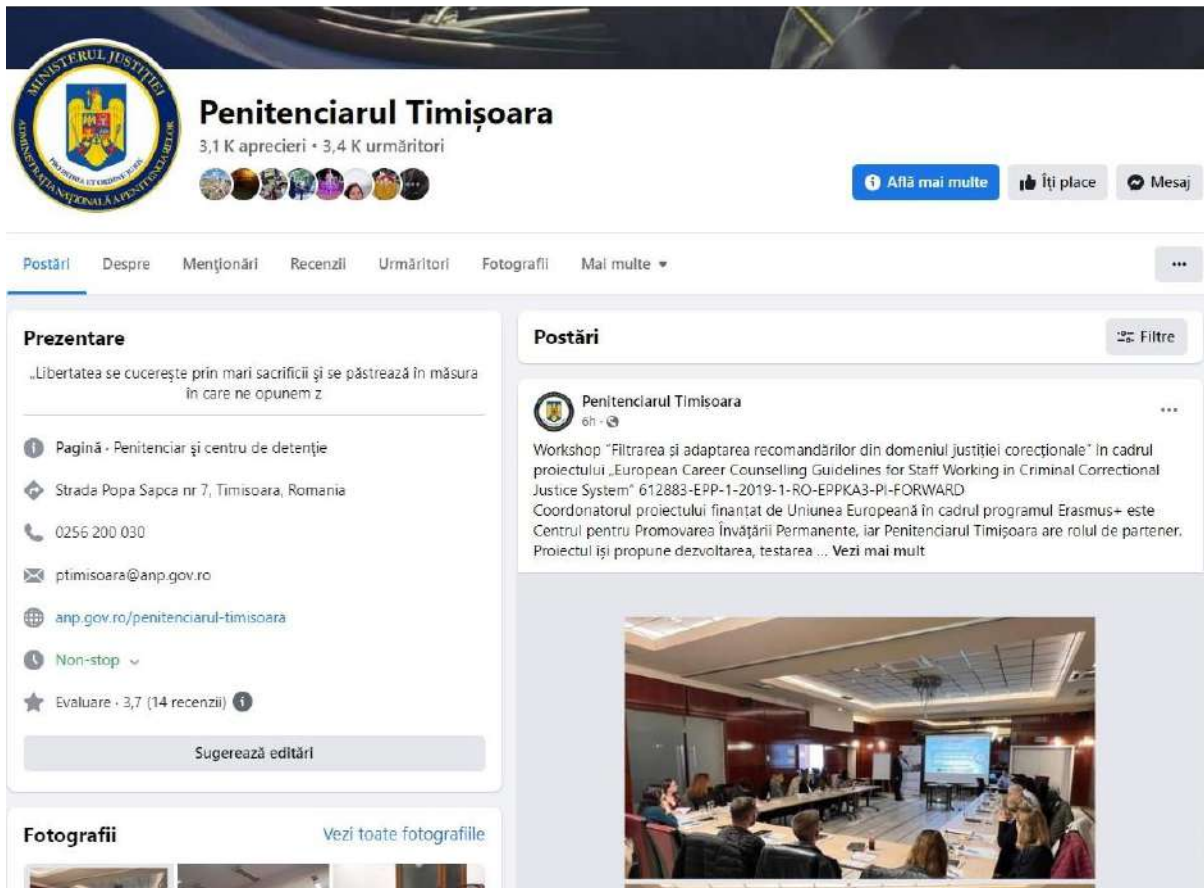
Bogdan-Ionuț NICOLESCU

#### BIBLIOGRAFIE:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/892497/piloting-motivaton-engagemnt-intervention.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/892497/piloting-motivaton-engagemnt-intervention.pdf)

<http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P8-TA-2017-0385+0+DOC+XML+V0//EN>

After the workshop for dissemination of the event an announcement was published on Timisoara Prison Facebook page:



## 7. Pictures









# 8. Annexes

## Annex 1 – Agenda of the workshop



PROIECTUL - European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice System  
Workshop - Filtering and adapting recommendations in the field of correctional justice

### AGENDA

Workshop - Filtrarea și adaptarea recomandărilor din domeniul justiției corecționale

DATA: 21.09.2022 ora 10<sup>00</sup>

Locația: Hotel Continental – Timișoara (Bulevardul Revoluției 1989, nr. 2A)

- ❖ 10:00 - Cuvânt de bun venit și prezentarea participanților;
- ❖ 10:20 - Prezentarea proiectului și a obiectivelor evenimentului;
- ❖ 10:50 - *Coffee break*;
- ❖ 11:00 - Prezentarea situației actuale din sistemul penitenciar;
- ❖ 11:30 - Prezentarea exemplelor identificate, a recomandărilor și a propunerilor pentru latura de recrutare, menținere în sistem și dezvoltare profesională a angajaților și identificarea de noi propuneri din rândul participanților la workshop;
- ❖ 12:00 Filtrarea propunerilor în funcție de necesitățile sistemului penitenciar identificate de către participanții la workshop;
- ❖ 12:50 - *Coffee break*;
- ❖ 13:00 - Discuții pentru adaptarea propunerilor identificate;
- ❖ 13:30 – Concluzii.



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJAC 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## Annex 2 – workshop evaluation questionnaire



**CORRECTIONS**  
CAREERS

### CHESTIONAR EVALUARE WORKSHOP

Filtrarea și adaptarea recomandărilor din domeniul justiției corecționale

Stimați participanți,

Vă mulțumim că v-ați alăturat echipei CCJ4Career și ați împărtășit cu noi ideile și recomandările dumneavoastră.

Evaluarea este necesară pentru a asigura calitatea proiectului. Este un proces continuu care ne permite să evaluăm activitățile și rezultatele întâlnirilor de proiect.

Opinia dumneavoastră este foarte importantă. Vă rugăm să răspundeți la întrebări bifând căsuța corespunzătoare sau furnizând un text scris.

#### Pregătirea evenimentului

1. Au fost furnizate suficiente informații înainte de eveniment?

Da

Nu

Prefer să nu răspund

2. Locația evenimentului (mediul de lucru) a fost potrivită?

Da

Nu

Prefer să nu răspund

#### Evenimentul

3. A fost suficient timp în cadrul evenimentului pentru prezentarea participanților și aflarea informațiilor despre aceștia?

Da

Nu

Prefer să nu răspund

4. Ce nota dai duratei evenimentului?

1   2   3   4   5

Insuficient      Excelent



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## CORRECTIONS CAREERS

5. Cât de clare și relevante au fost contribuțiile participanților?

1 2 3 4 5  
Insuficient      Excelent

6. Considerați că este o înțelegere reciprocă între participanți?

Da  Nu  Prefer să nu răspund

7. Cum apreciați capacitatea moderatorului de a facilita sesiunea în mod productiv?

1 2 3 4 5  
Insuficient      Excelent

8. Cât de încrezător ești în importanța recomandărilor identificate?

1 2 3 4 5  
Insuficient      Excelent

9. Cât de încrezător ești în aplicabilitatea recomandărilor identificate?

1 2 3 4 5  
Insuficient      Excelent

10. Evenimentul ți-a atins așteptările?

1 2 3 4 5  
Insuficient      Excelent

11. Vrei să mai transmiți ceva organizatorilor evenimentului sau echipei de proiect

---

---



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612683-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## CORRECTIONS CAREERS

12. Care consideri că este principalul punct forte al evenimentului?

---

---

13. Au fost puncte slabe?

---

---

14. Vedeți vreo problemă în cadrul proiectului care trebuie soluționată cât mai curând?

---

---

### Sugestii

15. Consideri că evenimentul trebuia să acopere și alte subiecte? Dacă da, care?

---

---

16. Ai sugestii pentru viitor?

---

---

**Mulțumim pentru participare!**



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

### **Annex 3 – Result of the activities**

Starting from the existing policy in place in the romanian correctional system and having in mind the identified competencies and needs, we formulated proposals for the recruitment, retention, and professional development of employees.

Of the proposals made we considered the following two to be the most suitable:

#### **1. Career counselling in prisons**

We believe that employees in the correctional field need career counselling because work in the correctional field can lead to routine, and we can no longer find professional development opportunities in this field without the help of a specialist

By carrying out this type of activity employees will be more oriented and supported whenever they find themselves in a professional impasse, or want to make a change, within the same institution

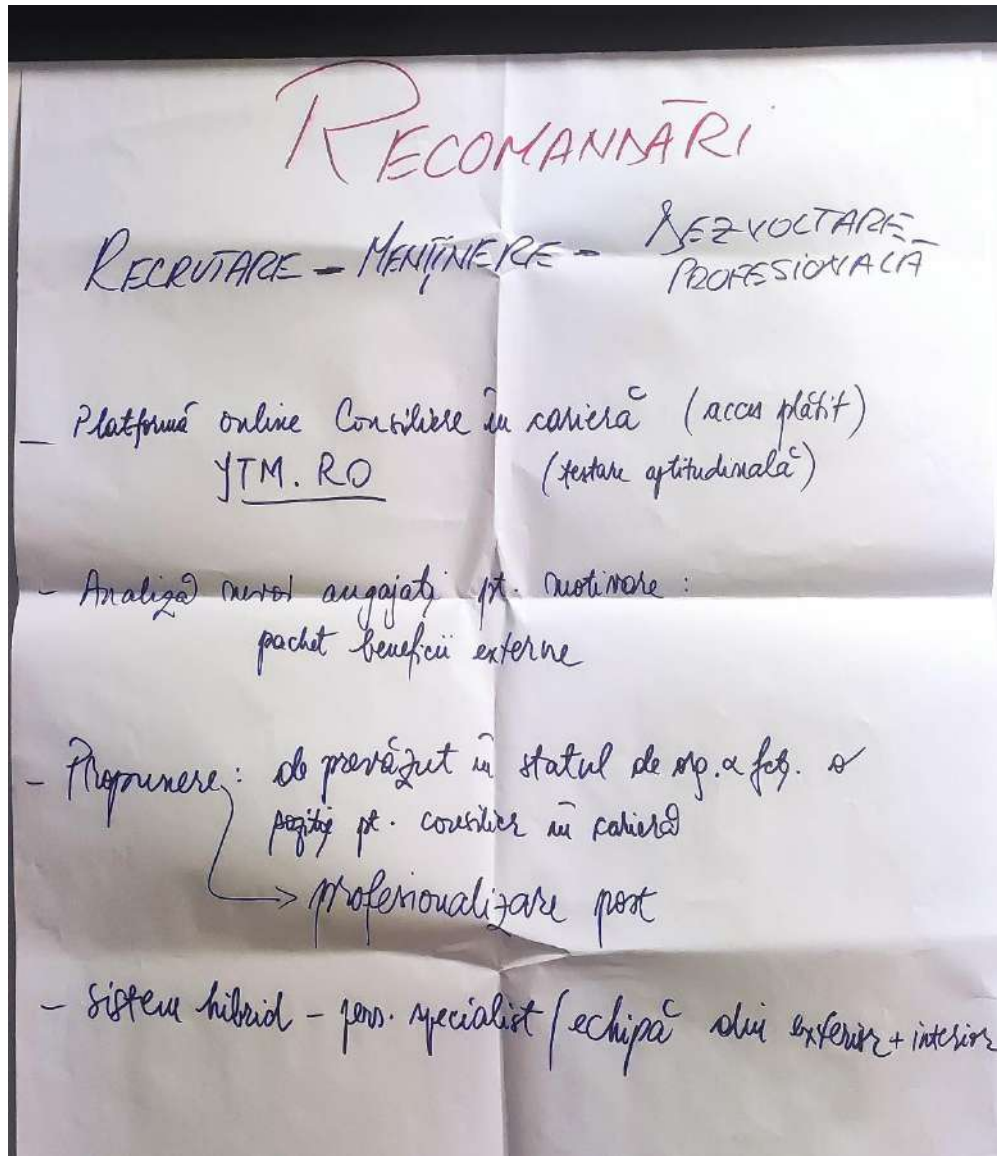
The counseling activity would need to be coordinated at the level of the National Prison Administration and implemented in each penitentiary unit.

We believe that this type of activity can be performed by a team consisting of:

- staff psychologist in the unit;
- professional training worker;
- human resources worker (to have access to relevant data from the professional file or options for filling other vacancies);
- career counselor (specialist outside the system).

Carrying out this type of career counseling activity could be achieved by allocating a number of hours for each penitentiary unit and by providing in the annual budget the funds necessary to carry it out.

The activity could be carried out by providing services, paid by the hour, of a career counselor, in order to carry out counseling activities with the staff of the penitentiary unit.



## 2. Leadership and communication courses for all the staff members

We think this type of proposal it's appropriate for us because the staff should be developed and recognized as an "asset of value".

We believe that it is necessary to introduce the **leadership** course within the penitentiary system, because within a penitentiary we find relationships of hierarchical subordination of all categories, and each staff member is in the position of making certain decisions or giving orders.

The quality of leadership has always been linked to a number of outcomes in occupational health psychology:

- positive outcomes such as psychological well-being and organizational safety climate;

- negative outcomes including employee stress, cardiovascular disease, workplace incidents and negative health-related behaviors such as alcohol abuse.

Within the penitentiaries and in most of the activities carried out by the penitentiary police, **communication** is also found.

Whether it is activities carried out with persons deprived of their liberty, whether it is activities between staff members, it is all done through communication.

Staff should regularly attend communication training in order to communicate as effectively as possible with both colleagues and inmates.

Regular leadership and communication courses with correctional staff could be carried out by allocating a number of hours for each penitentiary unit and by providing in the annual budget the necessary funds to carry out this activity.

At the moment, the correctional staff attend communication courses, but only those who are part of the operative sector, the staff working in the administrative sector do not attend such courses, and we think it is necessary because it is important to know how to communicate with all of us, not only with the inmates, but also with each other.

#### Annex 4 – Participants list

No.	Name and Surname	Organization/Institution
1	Marina Valdora SIMONETTI	Buzias Educative Centre
2	Adonia Daniela CREȚU	Buzias Educative Centre
3	Cristina Virginia COANCĂ	Arad Penitentiary
4	Mihai POPOVICI	Arad Penitentiary
5	Ioana Laura SABO	Oradea Penitentiary
6	Luana ALEXA	Career Guidance and Counseling Center
7	Andreea AMZA	Career Guidance and Counseling Center
8	George BUNESCU	Career Guidance and Counseling Center
9	Bianca Drămnescu	Romanian Center for Penitentiary Studies
10	Cosmin-Nicolae CĂLUGĂREANU	National Trade Union of Penitentiary Policeman – Timisoara
11	Marius-Alex GIUROIU	I.P.A. 6 – Timiș Region
12	Adrian-Ovidiu UGLEA	I.P.A. 6 – Timiș Region
13	Ionela CLIPICI	Timiș County Police Inspectorate
14	Marcela-Liliana ANESCU	Timiș County Police Inspectorate
15	Anamaria POTRA	Centre for Promoting Lifelong Learning
16	Valentin-Dorin ZAHARIA	Timișoara Penitentiary
17	Georgeta IONESCU	Timișoara Penitentiary
18	Radu-Constantin CIOLACU	Timișoara Penitentiary
19	Magdalena RADU	Timișoara Penitentiary
20	Bogdan-Ionuț NICOLESCU	Timișoara Penitentiary

Written by,  
Valentin-Dorin ZAHARIA  
Magdalena RADU  
Georgeta IONESCU





# CORRECTIONS CAREERS

## EUROPEAN CAREER COUNSELLING GUIDELINES **FOR STAFF WORKING** IN CRIMINAL CORRECTIONAL JUSTICE SYSTEM

*WP5 – Development of policy action recommendations based on the evidence  
built in the project for the development of a career guidance mechanisms in CCJ*

Authors:

Inês de Castro | [ines.castro@prisonsystems.eu](mailto:ines.castro@prisonsystems.eu)

IPS\_Innovative Prison Systems

October, 2022

## Table of Contents

Introduction .....	3
Participants .....	5
Main discussions .....	6
Recommendations .....	7
Recruitment.....	7
Retention.....	8
Professional Development .....	8
Workshop Evaluation .....	9
Conclusion .....	15
Appendixes.....	16
Appendix 1. Situational context in Portugal during the implementation of this workshop ...	16
Appendix 2. Signed attendance sheet.....	17
Appendix 3. Agenda .....	18
Appendix 4. Participants registration form.....	19
Appendix 5. Photos .....	22
Appendix 6. Powerpoint.....	24
Appendix 7. Certificate of attendance template.....	29

## Introduction

IPS\_Innovative Prison Systems, the responsible partner in organising the National Policy Workshop in Portugal, is accountable for producing and developing this report.

The report derives from the Portuguese National Policy workshop that aimed to discuss, filter, and adapt recommendations to support the implementation of evidence into actions in terms of recruitment, retention, and professional development of employees in the Justice System.

The workshop was held in the IPS\_Innovative Prison Systems office on the **10<sup>th</sup> of October 2022, from 9h00 to 13h00**, gathering 5 participants.

It is important to mention that during the period when this activity was developed, the relationship between the Prison Guards, the National Union and the Portuguese Probationary System was severely turbulent and unstable national-wise. This instability resulted in regular strikes, frequent riots, and insurgencies throughout the country. Therefore, despite the efforts made by the IPS team, the number of participants who took part in this event didn't reach the established threshold.

The subsequent communications made throughout distinct news articles and TV news illustrate the complexity of the current Portuguese context:

### **Adesão de guardas prisionais à greve às diligências com adesão de 80%, diz sindicato**

A greve iniciada pelos guardas prisionais a diligências registou uma adesão de cerca de 80%. Greve prende-se com "duas das reivindicações mais prementes" dos guardas prisionais.



Image 1. Prison guards' strike adheres to 80%, says Union (according with – Observador jornal)

## Guardas prisionais marcam greve de três meses na cadeia da Carregueira em Sintra

A greve far-se-á sentir, principalmente, nas diligências (idas ao hospital e a tribunal) dos reclusos daquela prisão.

Miguel Curado | 16 de Setembro de 2022 às 18:39



Image 2. Prison guards schedule three-month strike in Carregueira prison, in Sintra (according with – CM jornal)

More information on this issue can be accessed in appendix 1.

## Participants

This National Policy workshop brought together members of the following two prominent organisations:

Organisation	Nº of participants
Portuguese Union of Prison Officers Heads ( <i>Associação Sindical de Chefias do Corpo da Guarda Prisional</i> )	2
General Directorate of Reintegration and Prison Services of the Portuguese Ministry of Justice ( <i>Direção-Geral de Reinserção e Serviços Prisionais</i> )	3

Representing the Portuguese Union of Prison Officers Heads, the main chief and a prison guard were present.

Representing the General Directorate of Reintegration and Prison Services of the Portuguese Ministry of Justice, two prison guards and one prison facility Director were present.

Signed attendance sheets can be found in Annexe 2.

## Main discussions

The moderation of the workshop, including the welcome speech, was delivered by Inês de Castro, a clinical psychologist with a post-graduation in Psycho-Criminology who works at IPS\_Innovative Prison Systems. After the welcome speech, all participants had the opportunity to present themselves and their professional backgrounds. The work session started with a brief description of the CCJ4C project and the career development process in the penitentiary system, followed by a presentation of the purpose of the workshop and main achievements.

Then, the following topics were covered:

- Existing policy in place (results of WP2) and the identified competencies and needs (results of WP3) to formulate proposals for employee recruitment, retention, and professional development.
- Pinpoint suitable measures supported by evidence.
- Discussion on recommendations that can strengthen the implementation of evidence into actions.

At the end of the workshop, the moderator thanked the contribution and commitment of all participants and encouraged them to answer the evaluation questionnaire of the workshop (access the “Workshop Evaluation” part of this report).

## Recommendations

The participants filtered and adapted the recommendations for the recruitment, retention, and professional development of employees, which comprehend the following:

### Recruitment

- **Recommendation nº 1 - Open vacancies on Technical Careers for operational technicians:**

The only current careers in the Portuguese prison context are Operational assistants, Technical assistants and Superior Technicians. As such, prison guards are expected to suspend their duties when required and provide support to tasks unrelated to their responsibilities.

This new work position would culminate in a two-folded approach: 1. Train and teach inmates; and 2. Contribute to the maintenance of the institution. The proposal is considered critical in various sectors (namely computing, electricity, weaving, gardening, and cleaning) considered relevant, vital and urgent for the functioning of the prison facilities.

- **Recommendation nº 2 - Allow hiring internally:**

Open vacancies are the full responsibility of the General Directorate of Reintegration and Prison Services of the Portuguese Ministry of Justice. Therefore, Prison Directors are not allowed to open positions for working in the prison facility they are running and claim to struggle to address specific needs.

- **Recommendation nº 3 - Geographic assignment to prison facilities should be communicated when vacancies are opened:**

The hiring process doesn't specify the geographical location for each position, resulting in the employee only being assigned to a prison after the entire recruitment process. This contributes to the scarcity of human resources. As such, it is proposed that geographic assignment to the prison facility should be communicated when vacancies are opened.

## Retention

- **Recommendation n° 4 – Adjust wages according to the responsibilities of the work position**

It was agreed that prison workers' salary doesn't correspond to their responsibilities, resulting in a lack of motivation and unwillingness to work in prisons.

- **Recommendation n° 5 - Should be provided psychosocial support/assistance services to all employees**

Justice System employees are struggling with burnout, stress, security issues, and lack of leadership (data also supported by WP2 findings). Hence, it was agreed that it should be provided psychosocial support/assistance services to all employees.

## Professional Development

- **Recommendation n° 6 - Promote and implement continuous training in a transversal approach, taking place during labour hours (regardless of the position).**

It was discussed that, currently, it is not provided an actual implementation of continuous training in a transversal manner and during working hours regardless of the position (supported by WP2 findings in Portugal). Therefore, it is proposed to promote and implement continuous training in a transversal approach, taking place during labour hours (regardless of the position).

- **Recommendation n° 7 - Encouragement and promotion of meetings and debates at the local and national levels**

From the participants' perspective, there is no national culture of debate and knowledge sharing. So, to prevent the isolation of prison facilities, it is proposed to encourage and promote meetings, seminars, and debates at the local and national levels.



## Workshop Evaluation

At the end of the workshop, all participants (5) and IPS team members, excluding the moderator (4), filled out the evaluation questionnaire, resulting in a total of 9 answers. The results are in the chart that follows:

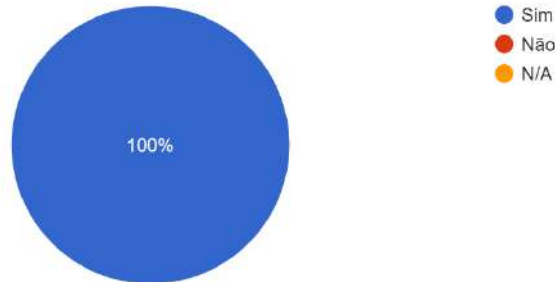
### Workshop Preparation

**1. Was provided sufficient information before the workshop?**

Yes. No. N/A (not available).

Foi fornecida informação suficiente antes do seminário?

9 respostas

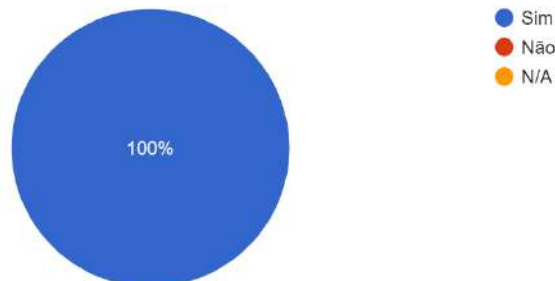


**2. Was the working environment satisfactory?**

Yes. No. N/A (not available)

O ambiente de trabalho foi satisfatório?

9 respostas



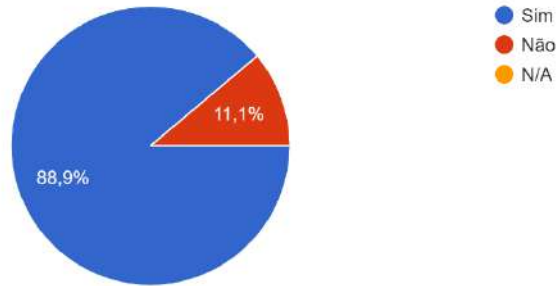
## The Workshop

### 3. Did the workshop give adequate time for introductions and finding out the background of other participants?

Yes. No. N/A (not available)

Foi atribuído tempo suficiente para apresentações e para conhecer o background dos outros participantes?

9 respostas

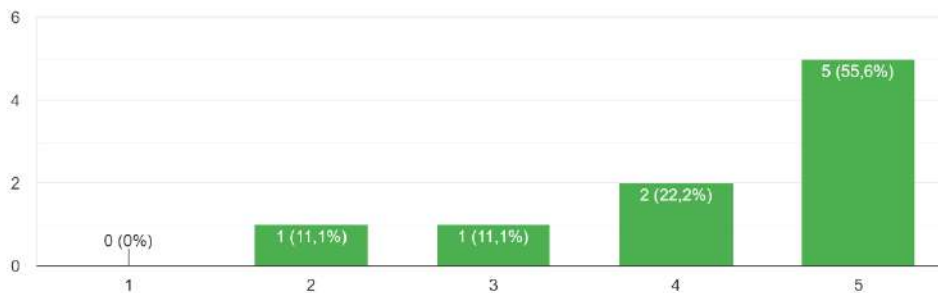


\*to note that 1 participant arrived 40 minutes late to the workshop.

### 4. How do you rate the time and duration of the workshop?

Como avalia o tempo e a duração do seminário?

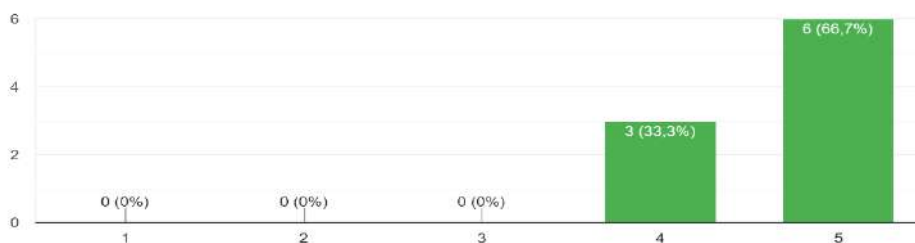
9 respostas



### 5. How clear and relevant were the participant's contributions?

Quão claras e relevantes foram as contribuições dos participantes?

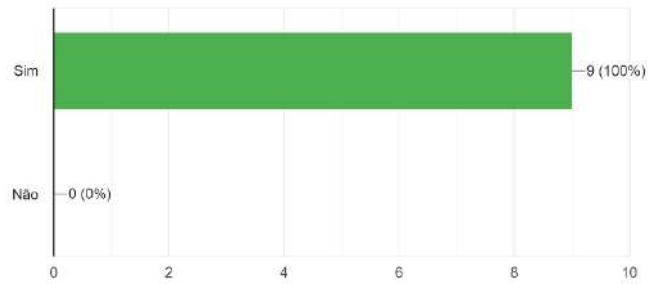
9 respostas



**6. Do you feel that there is a mutual understanding among the participants?**

Sente que existe uma compreensão mútua entre os participantes?

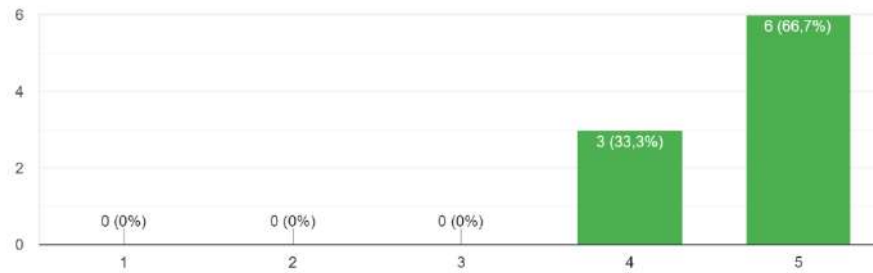
9 respostas



**7. How do you rate the moderator's capacity to facilitate the session productively?**

Como avalia a capacidade do moderador para facilitar a sessão de forma produtiva?

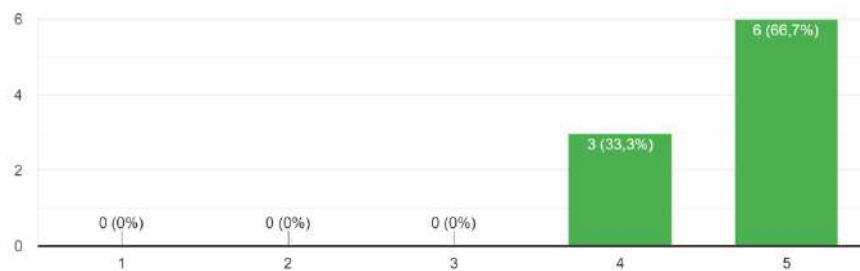
9 respostas



**8. How confident are you with the importance of the identified recommendations?**

Até que ponto está confiante com a importância das recomendações identificadas?

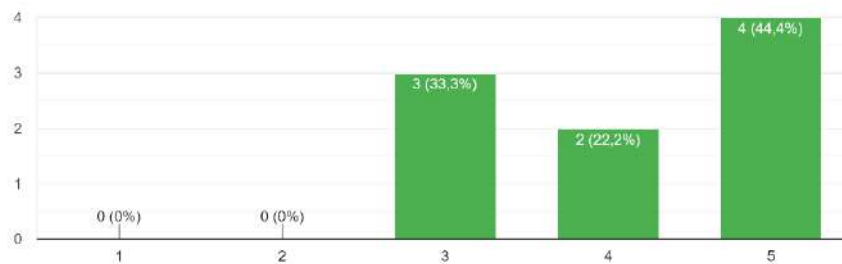
9 respostas



### 9. How confident are you with the applicability of the identified recommendations?

Até que ponto está confiante com a aplicabilidade das recomendações identificadas?

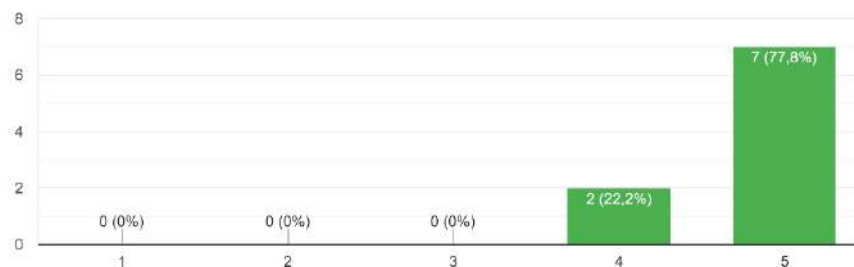
9 respostas



### 10. Did the workshop met your expectations?

O seminário correspondeu às suas expectativas?

9 respostas



### Additional Remarks

**Please feel free to add any feedback relevant to the organisers of the workshop or to the project management team.**

- To be repeated.
- Excellent session and very satisfactory results in terms of convergence of points of view.
- This type of debate needs more time and several sessions
- I liked it very much! Very interesting session, with exceptional colleagues and moderator. Thank you!

Sinta-se à vontade para acrescentar qualquer feedback relevante para os organizadores do seminário ou para a equipa de gestão do projeto.

4 respostas

A repetir.

Excelente sessão e resultados muito satisfatórios ao nível da convergência de pontos de vista

Este tipo de debate carece de mais tempo e várias sessões

Gostei muito! Sessão muito interessante, com colegas e moderadora excepcionais. Obrigada!

***What do you consider to be the main strength of this workshop?***

- Information sharing
- Creating platforms of understanding, joint search for solutions
- Sharing
- The participants in the session are very knowledgeable on the subject
- Sharing of experiences
- The questions asked and the brainstorming
- The actuality and pertinence
- 5
- Open communication

A partilha de informação

Criação de plataformas de entendimento, procura conjunta de soluções

Partilha

Os participantes na sessão são bastante conhecedores do tema

Partilha de experiências

As questões colocadas e o brainstorming.

A actualidade e pertinência

5

Comunicação aberta

***Were there any weak points?***

- No
- Not much time
- O
- Not at all.
- Short time
- No, just being little time

Não

Pouco tempo

O

Nada.

Tempo reduzido

Não, apenas ser pouco tempo

***Can you see any problem areas for the project that should be tackled as soon as possible?***

- No
- None
- Progress and career redesign

- Time, hours
- Progression in correctional careers
- No.
- The enticement of careers in the prison system

Não
Nenhuma
Progressões e redesenho de carreiras
O tempo, horas
Progressão nas carreiras gp
Não.
O aliciar de carreiras do sistema prisional

## Suggestions / Doubts

***Do you consider that the workshop should have covered other topics? If yes, which ones?***

- Everything has been said
- It should be more specific in the professional areas
- No

Tudo foi falado
Devia ser mais específico nas áreas profissionais
Não

***Do you have any suggestions for the future?***

- No
- More time
- More meetings of this kind
- More debates and with top management
- N
- Hold more sessions like this one.
- Future regular meetings
- More meetings like these to keep communication active

Não
Mais tempo
Realização de mais encontros deste âmbito
Mais debates e com dirigentes da alta direcção
N
Fazer mais sessões como esta.
Futuras reuniões regulares
Mais reuniões como estas, de forma a manter a comunicação ativa

## Conclusion

The National Policy Workshop conducted in Portugal, despite not reaching the established threshold of participants, involved highly pertinent and relevant stakeholders, who significantly contributed to the discussion. This productive working session resulted in key recommendations for the recruitment, retention and professional development of criminal justice system employees. Participants are confident, and all agree with the recommendations proposed.

The working environment was very positive, and communication was clear and pertinent.

Overall, the feedback on the workshop was very positive (as corroborated in the evaluation questionnaire results).

## Appendixes

Appendix 1. Situational context in Portugal during the implementation of this workshop

<https://observador.pt/2022/09/01/adesao-de-guardas-prisionais-a-greve-as-diligencias-com-adesao-de-80-diz-sindicato/>

<https://www.noticiasominuto.com/pais/2077588/ministra-diz-estar-consciente-das-reivindicacoes-dos-guardas-prisionais>

<https://www.cmjornal.pt/portugal/detalhe/guardas-prisionais-marcam-greve-de-tres-meses-na-cadeia-da-carregueira-em-sintra>



<https://www.jn.pt/justica/guardas-prisionais-marcam-greve-e-vigilia-para-setembro-15040993.html>

<https://www.noticiasominuto.com/pais/2081575/sindicato-dos-guardas-prisionais-acusa-direcao-de-violar-direito-a-greve>

[https://www.rtp.pt/noticias/pais/greve-dos-guardas-prisionais-com-80-de-adesao-diz-sindicato\\_a1430246](https://www.rtp.pt/noticias/pais/greve-dos-guardas-prisionais-com-80-de-adesao-diz-sindicato_a1430246)



Appendix 2. Signed attendance sheet


**CORRECTIONS  
CAREERS**

European Career Counselling Guidelines for Staff Working in Criminal Correctional  
Justice System – CCJ4C - No. 12883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD

Sessão de Trabalho: Av. Dr. Mário Moutinho 33 A, 1400-136 Lisboa

Lista de Presenças - DATA: 10 Outubro 2022

Organização	Nome	Assinatura
Associação Sindical de ChefiAs do Corpo da Guarda Prisional	Jorge Manuel Beirão Dos Santos	<i>Jorge Santos</i>
Associação Sindical De ChefiAs Do Corpo Da Guarda Prisional	Herminio António Pereira Barradas	<i>HAB</i>
Instituto Superior de Ciências Policiais e Segurança Interna	Carlos Ferreira	
Direção Geral da Reinserção e Serviços Prisionais	Nuno Fernando Ribeiro Pereira	
Direção Geral da Reinserção e Serviços Prisionais	Helder Fernando Gavaia	<i>Helder</i>
Direção Geral da Reinserção e Serviços Prisionais	Paulo Renato Medeiros Sousa	
Direção Geral da Reinserção e Serviços Prisionais	Monica Trindade	<i>Monica Trindade</i>
Direção Geral da Reinserção e Serviços Prisionais	Paula Sobral	<i>Paula Sobral</i>
IPS - Innovative Prison System	Ana Nascimento	<i>Ana Nascimento</i>
IPS - Innovative Prison System	Carla Ribeiro	<i>Carla Ribeiro</i>
IPS	Isis de Castro	<i>Isis</i>
IPS	Sofia Almeida	<i>Sofia Almeida</i>
IPS	Ana Rita Pires	<i>Ana Rita Pires</i>



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## Appendix 3. Agenda



### Agenda – Sessão de Trabalho

10 Outubro 2022

Escritório da IPS *Innovative Prison Systems* - Av. Dr. Mário Moutinho 33 A, 1400-136, Lisboa

<u>Horas</u>	<u>Temas</u>
9:00-9:15	Boas-vindas e Apresentações
9:15-9:30	Breve apresentação do projeto CCJ4C
09:30-10:15	Panorama Geral do contexto prisional em Portugal Breve apresentação dos dados apurados + discussão
10:15-11:00	Quais as competências-chave para o exercício eficaz de funções no sistema prisional? Breve apresentação dos dados apurados + discussão
11:00-11:30	<i>Coffee Break</i>
11:30-12:15	Recrutamento, retenção no trabalho e desenvolvimento profissional? Ponto de situação + Recomendações
12:15-12:45	Como a parceria CCJ4C pode apoiar a implementação das recomendações identificadas?
12:45-13h	Balanco Final e Encerramento
13:00	Almoço oferecido pela parceria CCJ4C



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors; and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## Appendix 4. Participants registration form

  
**CORRECTIONS**  
CAREERS

---

### CCJ4C - Workshop sessão de trabalho

Formulário de Registo

---

**\*Obrigatório**

---

Email \*

Não é possível preencher previamente o email

---

Nome \*

A sua resposta

---

Idade \*

A sua resposta

---

Organização \*

A sua resposta

Função \*

A sua resposta

---

Habilitações Literárias \*

- Ensino primário (duração típica: 6 anos)/6 anos
- Ensino secundário inferior (duração normal: 3 anos)/9 anos
- Ensino secundário superior (duração típica: 3 anos)/12 anos
- Ensino pós-secundário não superior (por exemplo, ensino profissional)
- Ensino superior de curta duração (duração mínima de 2 anos)
- Licenciatura ou nível equivalente (3-4 anos de estudo a tempo inteiro)
- Mestrado ou equivalente
- Doutoramento ou equivalente

Área de formação base \*

A sua resposta

---

País \*

A sua resposta

---

Atuamos em conformidade com os princípios estabelecidos pelo Regulamento Geral sobre Proteção de Dados (EU 2016/679). Tem o direito de solicitar a retificação, a eliminação ou a limitação do tratamento dos seus dados pessoais, a qualquer momento. Por favor consulte a nossa política de privacidade sobre o tratamento dos seus dados em <https://prisonsystems.eu/privacy-policy/>.

Autorizo que os dados aqui recolhidos sejam utilizados para assuntos relativos à \* participação no workshop do projeto CCJ4C.

- Sim
- Não

Declaro que quero receber e-mails informativos no âmbito da atividade desenvolvida pela IPS\_Innovative Prison Systems relacionados com (por favor, assinale as opções): \*

- Projetos de inovação no Sistema de Justiça Criminal: <https://prisonsystems.eu/>
- Revista Justice Trends: <https://justice-trends.press/>
- Conferências, seminários e webinars
- Ofertas formativas (cursos, workshops, entre outros)
- Pilotos (participação no desenvolvimento de novos cursos, metodologias, programas de intervenção, entre outros)
- Participação em atividades de investigação (questionários, entrevistas, audições públicas, focus group, entre outras atividades similares)
- Não desejo receber nenhuma das informações

Declaro que tomei conhecimento que o tratamento dos meus dados estatísticos será realizado de acordo com as opções acima selecionadas.

Obter link

## Appendix 5. Photos





Appendix 6. Powerpoint

**Seminário - Sessão de trabalho**

**RECOMENDAÇÕES PRÁTICAS PARA A ORIENTAÇÃO DE CARREIRA DE PROFISSIONAIS DO SISTEMA PRISIONAL**

10 de outubro, 2022 | 09h00 – 13h00 | Restelo - Lisboa

Co-funded by the Erasmus+ Programme of the European Union

The European Commission supports the production of this publication under the project CCJ4G (2020-1-PT01-KA2-101-012700) of the Erasmus+ programme. The Commission cannot be held responsible for any use which may be made of the information contained therein.

**Vamos quebrar o gelo?**

Co-funded by the Erasmus+ Programme of the European Union

The European Commission supports the production of this publication under the project CCJ4G (2020-1-PT01-KA2-101-012700) of the Erasmus+ programme. The Commission cannot be held responsible for any use which may be made of the information contained therein.

**O PROJETO CCJ4G**

Organizações parceiras de 8 países europeus, cujo objetivo é desenvolver, testar e aplicar uma metodologia de trabalho para iniciar ou melhorar o processo de orientação profissional no Sistema de Justiça Criminal, com foco nas competências necessárias para a gestão da própria carreira.

**O seu salário é consistente com as suas responsabilidades? (n=11)**

Sim: 73%  
Não: 27%

**Evito dizer a pessoas que trabalho no setor prisional (n=11)**

Sim: 55%  
Não: 45%

**O meu local de trabalho disponibiliza-me ferramentas e competências profissionais para realizar o meu trabalho (n=108)**

Sim: 73%  
Não: 27%

**Principais riscos identificados (n=108):**

- Saúde física/burnout: 83,81%
- Segurança: 52,78%
- Riscos/Acidente: 50,93%
- Falta de staff: 53,33%
- Má Liderança: 20%

**Motivos principais para os funcionários prisionais abandonarem o emprego (n=108):**

- Falta de desenvolvimento profissional
- Baixo Salário
- Falta de formação

**Perceções do Panorama Nacional**






### Áreas de formação

Identificadas como cruciais para realização de funções

- Conhecimento dos regulamentos gerais
- Definição de protocolos, uniformização de procedimentos
- Conhecimento nas áreas de segurança, buscas e revistas
- Deontologia, Código Penal e Processo Penal
- Perfis de agressores e estratégias de comunicação
- Técnicas de intervenção em situação de crise
- Formação para prevenção de suicídio
- Liderança e Gestão

Co-funded by the Erasmus+ Programme of the European Union. The European Commission support for the production of this publication under the project OCAL (101014791-V2-1-01-01-01-01-01-01-01-01) does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



### Competências

Identificadas como cruciais para realização de funções

- Autocontrolo
- Separação de vida profissional com vida pessoal
- Gestão de stress
- Moderação de conflitos
- Capacidade de trabalhar em equipa
- Capacidade de liderança
- Proatividade
- Assertividade


Co-funded by the Erasmus+ Programme of the European Union. The European Commission support for the production of this publication under the project OCAL (101014791-V2-1-01-01-01-01-01-01-01-01) does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



### COFFEE BREAK



Co-funded by the Erasmus+ Programme of the European Union. The European Commission support for the production of this publication under the project OCAL (101014791-V2-1-01-01-01-01-01-01-01-01) does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



## RECOMENDAÇÕES PRÁTICAS PARA A ORIENTAÇÃO DE CARREIRA DE PROFISSIONAIS DO SISTEMA PRISIONAL

- [Recrutamento](#)
- [Retenção no Trabalho](#)
- [Desenvolvimento Profissional](#)

Co-funded by the  
ERASMUS+ Programme  
of the European Union

The European Commission supports the production of this publication under the contract DG-JL/2016/0111 (10.10.2016) (PROMUL) (PROMUL) does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use that may be made of the information contained therein.



## Recrutamento

- "Os critérios de recrutamento devem incluir **características pessoais e valores essenciais ao eficaz exercício das funções**, tais como a motivação, flexibilidade, assertividade, maturidade, capacidade de **reflexão**, integridade, trabalho de equipa e capacidades sociais e de comunicação."

[Concorda?](#) [É assim que acontece?](#)

Directivas do Conselho da Europa de 2019 relativas ao recrutamento, seleção, educação, formação e desenvolvimento profissional do pessoal prisional e de liberdade condicional



## Recrutamento

- "Os processos de recrutamento devem considerar a **diversidade dos funcionários**, para garantir a capacidade de gerir as necessidades específicas das pessoas em reclusão, como por exemplo, valorizarem as capacidades linguísticas e interculturais, incluindo uma compreensão das diversas religiões e tradições."

[Concorda?](#) [É assim que acontece?](#)

Directivas do Conselho da Europa de 2019 relativas ao recrutamento, seleção, educação, formação e desenvolvimento profissional do pessoal prisional e de liberdade condicional



## Recrutamento

Outras recomendações:



**CORRECTIONS CAREERS**

### Retenção no Trabalho

- "Deve ser desenvolvido um sistema transparente de **avaliação anual** do desempenho de todos funcionários, permitindo a sua progressão na carreira e desenvolvimento profissional. **O pessoal que efectua as avaliações deve ser formado em conformidade**, a fim de assegurar um sistema de avaliação justo."

Concorda? É assim que acontece?

Directivas do Conselho da Europa de 2018 relativas ao recrutamento, seleção, educação, formação e desenvolvimento profissional do pessoal prisional e de liberdade condicional

**CORRECTIONS CAREERS**

### Retenção no Trabalho

- "Os funcionários dos serviços prisionais e as equipas de reinserção social devem reger-se por um **código de ética disponível ao público**, o qual deve fazer parte integrante da formação e ação dos funcionários. **A adesão a este deve fazer parte dos procedimentos de avaliação.**"

Concorda? É assim que acontece?

Directivas do Conselho da Europa de 2019 relativas ao recrutamento, seleção, educação, formação e desenvolvimento profissional do pessoal prisional e de liberdade condicional

**CORRECTIONS CAREERS**

### Retenção no Trabalho

Outras recomendações:

Directivas do Conselho da Europa de 2019 relativas ao recrutamento, seleção, educação, formação e desenvolvimento profissional do pessoal prisional e de liberdade condicional

**CORRECTIONS CAREERS**

### Desenvolvimento Profissional

"Devem ser criadas estruturas para facilitar o desenvolvimento profissional avançado especificamente promovendo a liderança e as capacidades de gestão que permitem a progressão na carreira aos quadros médios e superiores.

Concorda? É assim que acontece?

Directivas do Conselho da Europa de 2019 relativas ao recrutamento, seleção, educação, formação e desenvolvimento profissional do pessoal prisional e de liberdade condicional



### Desenvolvimento Profissional

Outras recomendações:





### Outros aspetos a considerar...





 Co-funded by the Erasmus+ Programme of the European Union

The European Commission support for this production of this publication under the project 101014701-1-2018-1-BG-S0-0000301-1-0-000001 does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



### Avaliação do Seminário

Contato:  
[Inês de Castro | ines.castro@prisonsystems.eu](mailto:ines.castro@prisonsystems.eu)



 Co-funded by the Erasmus+ Programme of the European Union

The European Commission support for this production of this publication under the project 101014701-1-2018-1-BG-S0-0000301-1-0-000001 does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



 **INNOVATIVE PRISON SYSTEMS**

[www.prisonssystems.eu](http://www.prisonssystems.eu) [www.justice-trends.press](http://www.justice-trends.press) [www.corrections.direct](http://www.corrections.direct) [www.bsafelab.org](http://www.bsafelab.org)

## Appendix 7. Certificate of attendance template



The certificate is a document with a header image showing a laptop keyboard, a notebook with a compass rose, and a pen. The text is in Portuguese. It certifies the attendance of a participant at a national working session on October 10, 2022, in Lisbon. The session was part of the CCJ4C project and lasted 4 hours. The certificate is signed by Pedro das Neves, CEO of IPS\_Innovative Prison Systems. The date field is blank.

**CERTIFICADO**

A IPS\_Innovative Prison Systems certifica que \_\_\_\_\_  
participou numa Sessão de trabalho Nacional no âmbito do projeto CCJ4C. Este evento ocorreu em Lisboa, na sede da  
IPS\_Innovative Prison Systems – Avenida Dr. Marinho Moutinho 33, Lisboa, Portugal, no dia 10 de outubro de 2022, com a  
duração de 4 horas, onde foi discutido e elaborado um conjunto de recomendações práticas para a orientação de carreira de  
profissionais do sistema prisional, a ser apresentado no Parlamento Europeu.

O participante,  
\_\_\_\_\_

IPS\_Innovative Prison Systems  
CEO Pedro das Neves  


Data: \_\_/\_\_/\_\_

Co-funded by the  
Erasmus+ Programme  
of the European Union





**CORRECTIONS**  
CAREERS

**CCJ4C - European Career Counselling Guidelines for Staff Working in Criminal  
Correctional Justice System**



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4C 612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



# CORRECTIONS CAREERS



## EUROPEAN CAREER COUNSELLING GUIDELINES **FOR STAFF WORKING** IN CRIMINAL CORRECTIONAL JUSTICE SYSTEM

*Report on Workshop Activity on the National Position Paper*

Authors:

Mariella Xavier - CEIPES | [mariella.xavier@ceipes.org](mailto:mariella.xavier@ceipes.org)

## INDEX

- **Introduction**
- **Preparatory activities**
- **Workshop**
  - **Participants**
  - **Discussion**
  - **Final Recommendations**
- **Evaluation**
- **Annexes**
  - **Invitation Letter**
  - **Agenda**
  - **Attendance Report**
  - **Pictures**
  - **Certificate**



## INTRODUCTION

This report, produced by the staff of the CEIPES International Centre for the Promotion of Education and Development, is an integral part of the workshop activity, carried out in the implementation of WP5 "Development of policy action recommendations based on the evidence built in the project for the development of a career guidance mechanisms in CCJ" , within the project

***"CCJ4C - European Career Counselling Guidelines  
for Staff Working in Criminal Correctional Justice System"***  
(612883-EPP-1-2019-1-ROEPPKA3-PI FORWARD)

## **PREPARATORY ACTIVITIES**

In order to carry out the workshop activity, CEIPES first of all drew up the National Position Paper, developed on the basis of the results obtained from previous wps and on the analysis of the current situation of the national penitentiary system.

At the same time, CEIPES started to involve its national reference network, in order to create the group that would take part in the workshop, implementing the following activities:

- Analysis of the target group
- Initial contacts with other entities spread in the country, outside the local context
- Sending invitation emails, including project description
- Preparation of the registration form
- Second contact with email recipients
- Sharing the activity agenda

At first, the date chosen for the activity was 14<sup>th</sup> October 2022, but due to institutional commitments of many participants, the activity was postponed to 17<sup>th</sup> October 2022, in order to facilitate the participation of all interested parties.

## **WORKSHOP**

The workshop “**Career Management in Corrective Justice: Necessary Challenges and Changes**” took place on 17 October 2022 from 09.30 to 13.30 ( duration 4 hours ) - in online mode through the Microsoft Teams platform; the choice to carry out the online activity is due to the position held by the participants, in their field of work, which does not allow you to physically dedicate a whole day to activities such as object, as they must be easily available.

Mariella Xavier, project manager of CEIPES was the moderator of the workshop, supported by Martina Bartolotti, assistant project manager at CEIPES.

The workshop was divided as follow:

1. Presentation of CEIPES and the project CCJ4C
2. Presentation of the results of WP2 and WP3
3. Presentation of the National Position Paper, with contextual analysis of each chapter
4. Open discussion
5. Debriefing
6. Closure

## **PARTICIPANTS**

14 Participants attended the workshop ( 12 participants and 2 moderators):

- Mariella Xavier – CEIPES
- Martina Bartolotti – CEIPES
- Aaron Giazzon – coordinator of APAS ODV – voluntary association of the Trento Penitentiary;
- Eleonora Onorato - administration department of “Pagliarelli” Penitentiary of Palermo

- Enza Cimino – Association Un Nuovo Giorno ODV
- Gioacchino Veneziano - assistant head coordinator of the penitentiary administration department;
- Giovanna Longo - Director of Brindisi External Criminal Enforcement Office;
- Giuseppe Rizzo – Head of the Penitentiary Police at “Pagliarelli” Penitentiary of Palermo;
- Maria Luisa Malato – Director of the “Pagliarelli” Penitentiary of Palermo;
- Marilena Lo Faro prison counselor in training;
- Matilde Solla – penitentiary administration department;
- Nicola Mazzamuto
- Pietro Borruto - prison counselor in training
- Valentina Bruno prison counselor in training

Although the number of 15 participants was to be reached, the same morning 3 participants who had joined the event, could not attend, due to the occurrence of an unforeseen work - they are workers in the social service sector of the Ministry of Justice.

In addition, Dr Bruno and Dr Lo Faro connected with Dr. Borruto - they are all executives in formation; the dr. Solla was in connection from the same computer of dr. Veneziano.

## DISCUSSION

The participants' interventions did not follow the expected order of the agenda as, each point of the National Position Paper was the subject of discussion within the group. The moderator, in fact, let the group follow its flow, in the certainty that this would lead to a healthy confrontation between the parties and excellent points of reflection for the project.

It has emerged, in fact, how strong it is from the side of the professionals of the prison system, the need to make their voice heard, especially with regard to a policy that, until now, has been very deaf to them.

This highlighted the praise received from our project by the participants who, not only showed an active participation but above all a strong interest. The discussion took place in a healthy and democratic manner, with full respect for each participant, regardless of the job position.

During the day, some participants had to interrupt the connection and then resume it later because of working urgencies, in particular the Director of the Penitentiary "Pagliarelli" of Palermo.

At the end of the workshop, there was a desire from all the participants to be able to maintain the network created and receive constant updates on the development of the project.

## **FINAL RECOMMENDATIONS**

The National Position Paper, proposed during the workshop, included two examples or good practices that could be included in the national context of reference or, in any case, represent a good starting point. In this case, the following were submitted:

- The Norwegian Penitentiary System as Example of Career Management.
- The current reform of the Italian Justice, on the management of careers in restorative justice.

The discussion on these two points highlighted:

- The difficulty of implementing concrete changes, due to the lack of generational change of staff - is accessed only through public competition but the ministry does not open the calls;
- The educational aspect, although still far from desirable standards, is more attentive than in previous decades;
- The physical safety of personnel is not taken into account by national legislation;
- The restorative justice is certainly an excellent paradigm to be implemented, but it is not believed that this can only be achieved through reform;
- In order to make the reform effective, it is necessary to rethink the recruitment system, in addition to contractual and economic recognition.

From the above, the final recommendations are:

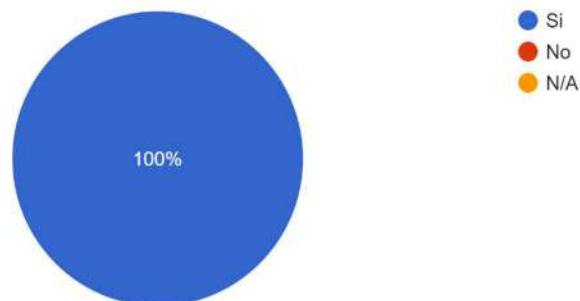
- To start a process of rehabilitation of prison staff in order to be able to adapt the prisons in terms of technological equipment, essential for an effective and efficient performance of the required tasks;
- To open competitions more frequently and provide for more places;

- To improve the training aspect by including compulsory self defence courses;
- To provide for the national collective bargaining agreement for officials and managers in the prison system;
- to align the training paths of the various local contexts, with centralized programming, especially with regard to transversal skills

## EVALUATION

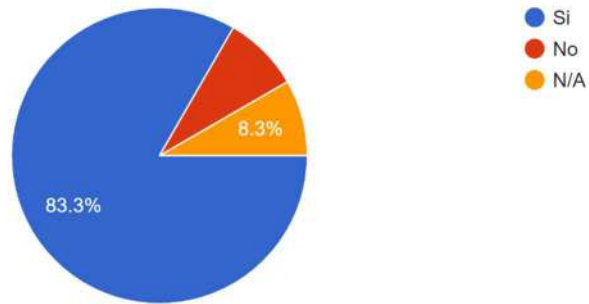
Sono state fornite informazioni sufficienti prima del seminario?

12 responses



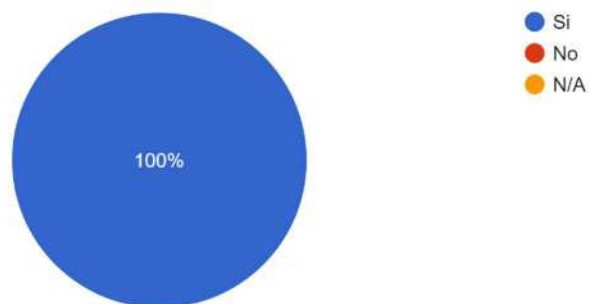
L'ambiente di lavoro è stato soddisfacente?

12 responses



Il seminario ha dato tempo sufficiente per le presentazioni e per scoprire il background degli altri partecipanti?

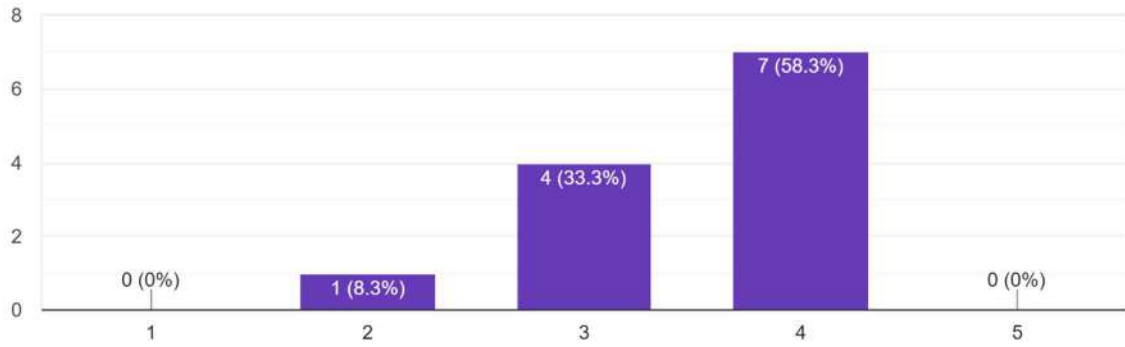
12 responses





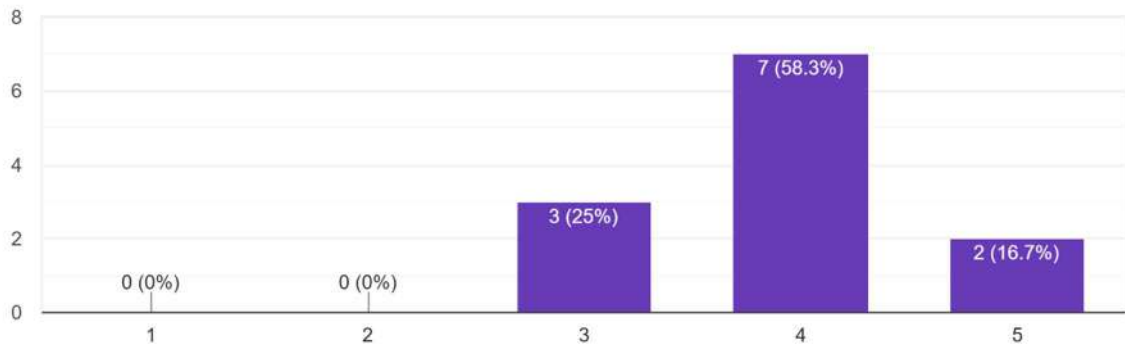
Come valuteresti il tempo e la durata del seminario?

12 responses



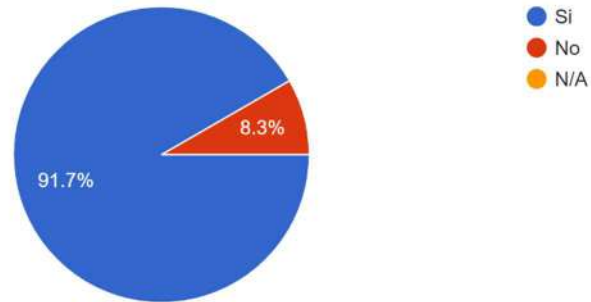
Quanto sono chiari e pertinenti i contributi dei partecipanti?

12 responses



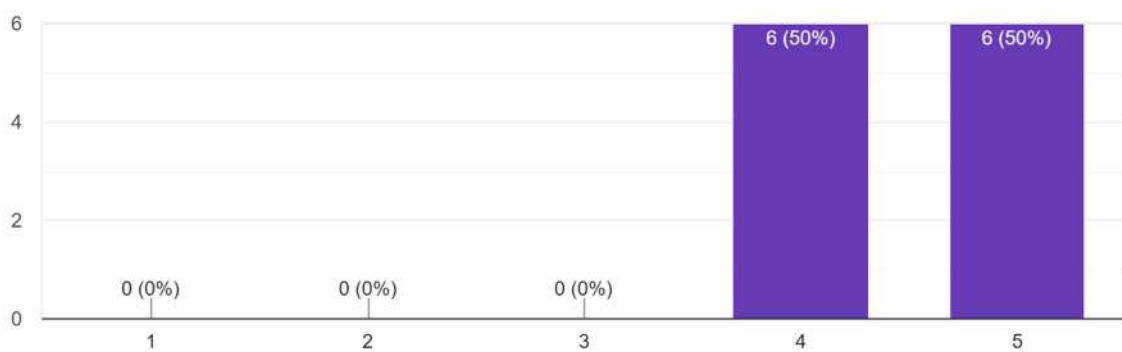
Ritieni che ci sia una comprensione reciproca tra i partecipanti?

12 responses



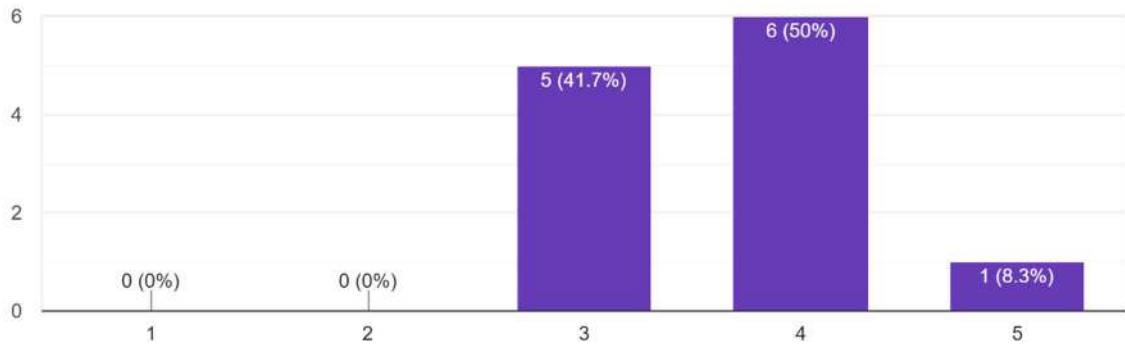
Come valuti la capacità del moderatore di facilitare la sessione in modo produttivo?

12 responses



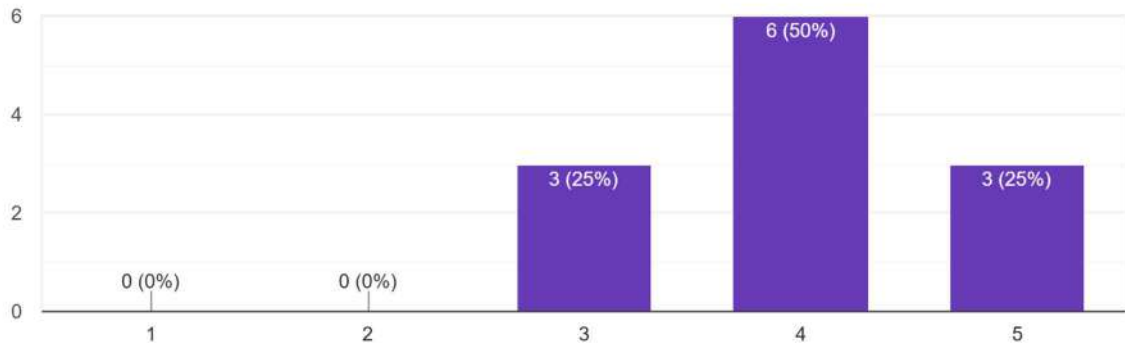
Quanto siete sicuri dell'importanza delle raccomandazioni identificate?

12 responses



Il seminario ha soddisfatto le tue aspettative?

12 responses



QUESTIONS:

- Sentiti libero di aggiungere qualsiasi feedback pertinente agli organizzatori del seminario o al team di gestione del progetto ( ***Please feel free to add any feedback relevant to the organisers of the seminar or the project management team***)
- La gestione è stata buona ed educata. I tempi sono stati difficili da gestire a causa dei ritardi dei partecipanti (non dovuti agli organizzatori). ***Management was good and polite. Times were difficult to manage due to delays of participants (not due to organizers).***
- ottima gestione. ***Good management***
- ottimo team e buona dialettica e preparazione ***Great team and good communication and preparation***
- è molto importante ciò che fate ***Your work is really important***
  
- Quale ritieni sia il punto di forza di questo seminario?( ***What do you consider to be the main strength of this seminar?***)
  
- Gli stimoli sui contributi dall'estero in merito all'argomento - ***The stimuli on foreign contributions on the subject***
- affrontare un argomento del genere è già un punto di forza - ***addressing such a topic is already a strong point***
- il comune interesse nel portare avanti le rivendicazioni del settore - ***the common interest in pursuing the claims of the sector***
- le presentazioni sono state molto chiare ed esaustive - ***the presentations were very clear and comprehensive***
- l'organizzazione e la tematica ***the organization and the subject***
- lo spazio ampio concesso ai contributi dei partecipanti ***the space given to the participants' contributions***
- il national position paper ha dato nuovi spunti su cui riflettere ***the national position paper gave new topics to reflect on***
- le moderatrici ***the moderators***

- L'organizzazione ed il gruppo di partecipanti ***the organization and the group of participants***
- -ottimo gruppo di partecipanti e ottime tematiche ***great group of participants and great subjects***
- Lo scopo è molto importante, ottime le presentazioni ***the aim is such important, good presentations***
- è stato presentato tutto in modo molto chiaro e chiunque ha avuto modo di poter esprimere il proprio parere ***everything was clear and everyone got the chance to express his/her own idea***

- Ci sono stati punti deboli? ( ***Were there any weak points?***)

- No
- I contributi dei partecipanti sono stati molto prolissi, oltre, a mio avviso, il necessario, con un tentativo di monopolio della discussione da parte di alcuni. - ***The contributions of the participants have been very long-winded, as well as, in my opinion, the necessary, with an attempt to monopolize discussion by some.***
- probabilmente il raffronto con altre nazioni specialmente quelle dell'ex e scandinave non può essere interclato con la realtà carceraria italiana ***probably the comparison with other nations especially those of the former and Scandinavian cannot be intercepted with the Italian prison reality***
- una giornata intera sarebbe stata l'ideale ***It would have been better to have a whole-day workshop***
- poco tempo per un argomento così vasto ***Not so much time for a such subject***
- alcuni hanno cercato di monopolizzare la conversazione ***some of the participants tried to monopolize the conversation***
- No
- troppo poco tempo, meglio avere una giornata intera a disposizione ***Not so much time, better have a whole day***
- Il ritardo di alcuni partecipanti ***the delay of some participants***
- Sarebbe stato preferibile che si svolgesse in presenza ***it'd be better in presence***

- Ci sono aree problematiche da affrontare al più presto? (*Can you see any problem areas for the project that should be tackled as soon as possible?*)

- No
- Sul tema argomento del seminario, mi sembra evidente che se la visione dei rappresentanti della polizia penitenziaria è concentrata sulla maggior tutela fisica dei propri componenti con mezzi di difesa. Dall'altra parte, le esperienze estere riportano una maggior efficacia del rapporto rieducativo in assenza di sistemi che evidenzino la differenza tra detenuti e personale. Ne emerge un'incongruenza tra il senso della pena e l'autotutela di una categoria, coinvolta nel processo rieducativo. *On the subject of the seminar, it seems clear to me that if the vision of the representatives of the penitentiary police is focused on the greater physical protection of its members by means of defense. On the other hand, foreign experiences report a greater effectiveness of the rehabilitation relationship in the absence of systems that highlight the difference between prisoners and staff. The result is an inconsistency between the sense of punishment and the self-protection of a category involved in the rehabilitation process.*
- una riforma complessiva che parta proprio dalla gestione del carcere in funzione ai reati - *a comprehensive reform that starts from the management of the structure according to the offences*
- La sicurezza nelle carceri *the security in the penitentiaries*

- Ritieni che il seminario dovrebbe riguardare altri argomenti? In caso affermativo, quali? (*Do you consider that the seminar should have covered other topics? If yes, which ones?*)

- No
- Il rapporto tra dipendenti pubblici (polizia penitenziaria, amministratori del carcere) e Terzo settore professionale (cooperative, liberi professionisti). - *The relationship between civil servants (prison police, prison administrators) and third professional sector (cooperatives, freelancers).*
- la sicurezza nelle carceri *the safety in the penitentiaries*

- si dovrebbe attenzionare maggiormente il ruolo della politica - ***the role of policy should be more emphasize***
- il ruolo dei sindacati - ***the role of trade unions***
- Un approfondimento sulla situazione contrattuale - ***A closer look at the contractual situation***

- Hai altri suggerimenti per il futuro? ***Do you have any suggestion for the future?***

No

Sarebbe preferibile fare il seminario in presenza ***It would be preferable to do the seminar in the presence***

## ANNEXES

### INVITATION LETTER



#### INVITO DI PARTECIPAZIONE

#### " GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI"

Il CEIPES - *Centro Internazionale per la Promozione dell'Educazione e lo Sviluppo* è lieto d'invitarVi al Workshop " *Gestione della Carriera nella Giustizia Correttiva: Sfide e Cambiamenti Necessari*", che si svolgerà in data **17 Ottobre 2022 dalle ore 09,30 alle ore 13,00 in modalità online – piattaforma Microsoft Teams.**

Il CEIPES è un'associazione globale, senza fini di lucro, nata a Palermo nel 2007 e la cui mission è sviluppare l'**empowerment** a diversi livelli – individui, organizzazioni e comunità - attraverso la **formazione** e l'**innovazione**. Attivo in ambito locale, europeo ed internazionale, il CEIPES è coinvolto, in qualità di partner, nel progetto "**CCJ4C - European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice System**" (612883-EPP-1-2019-1-RO-EPPKA3-PI FORWARD) <https://www.careersincorrections.com/>, finanziato dal **programma Erasmus+ Azione Chiave 3 Sostegno allo sviluppo delle politiche e alla cooperazione.**

Il progetto **CCJ4C** intende promuovere lo sviluppo di tecnologie e metodologie alternative nel sistema carcerario europeo attraverso la ricerca su tre livelli (professionale, politico e tramite organizzazioni che lavorano per il settore) e l'utilizzo di metodi di partecipazione che rafforzino l'interazione e l'apprendimento. Ciò sarà possibile attraverso lo sviluppo di consigli sulla carriera dello staff penitenziario, grazie allo sviluppo di una metodologia e un processo per sviluppare nuove competenze.

Al fine di poter creare una nuova metodologia, è necessario sviluppare proposte di nuove politiche, promuoverle e implementarle.



The European Commission support for the production of this publication under the project CCJ4C 12883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Il progetto nasce, grazie alla collaborazione di 9 diverse realtà entità provenienti da 7 paesi:

- CPIP – Centrul Pentru Promovarea Invatarii Permanente ( Romania ) – Coordinatore
- CEIPES ( Italia )
- Timisoara Penitentiary (Romania)
- Senator für Justiz und Verfassung Freie Hansastadt Bremen – Bremen Ministry of Justice and Constitution (Germania)
- Ceza ve Tevkifevleri Genel Müdürlüğü GENERAL DIRECTORATE OF PRISONS AND DETENTION HOUSES (Turchia)
- Sindicatul Național al Lucrătorilor de Penitenciare – National Trade Union of Prison Workers (SNLP – Romania)
- Qualify Just – IT Solution and Consulting LTD (Portogallo)
- Baltic Education Technology Institute (Lituania)
- International Correction and Prisons Association ICPA Office in Europe (Paesi Bassi)
- York Associates (Regno Unito);

Per poter raggiungere gli obiettivi del progetto, il consorzio ha coinvolto diversi stakeholders a livello locale, nelle proprie realtà di riferimento, e poter ricevere feedback sui bisogni e le difficoltà riscontrate nel settore da parte degli operatori, in modo da poter raggiungere, nella fase finale del progetto, i decisori politici in ambito europeo e poter presentare delle proposte concrete.

In questo ambito s’inserisce l’evento del CEIPES “*Gestione della carriera nella giustizia correttiva: sfide e cambiamenti necessari*” il cui obiettivo è condividere il *National Position Paper*, realizzato sulla base delle analisi svolte finora in merito alla situazione attuale nel nostro paese, dal punto di vista formativo e delle prospettive di carriera, nel circuito del sistema penitenziario, e a cui prenderanno parte diversi stakeholders e rappresentanti di categoria del personale penitenziario.



**Quando:** 14 Ottobre 2022 dalle ore 09,30 alle ore 13,00

**Dove:** online – piattaforma Microsoft Teams

**Chi:** L'evento è aperto a tutto il personale che opera all'interno del sistema penitenziario ( personale amministrativo, psicologi, educatori, corpo di polizia, etc...).

Di seguito trovate il link per confermare la Vs adesione - a seguito della quale, verrà inviata l'agenda dell'incontro.

**Iscrizione:** <https://forms.gle/NaW8bje1Ds7yJMXc6>

Per qualsiasi chiarimento e/o informazione potete contattare:

**Mariella Xavier, project Manager CEIPES**

**Email :** [mariella.xavier@ceipes.org](mailto:mariella.xavier@ceipes.org)

**Telefono :** +39 3200759015



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication under the project CCJ4J 12883-EPP-1-2016-1-RC-EPPKA3-PI-FORWARD does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## AGENDA



### " GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI"

17 Ottobre 2022

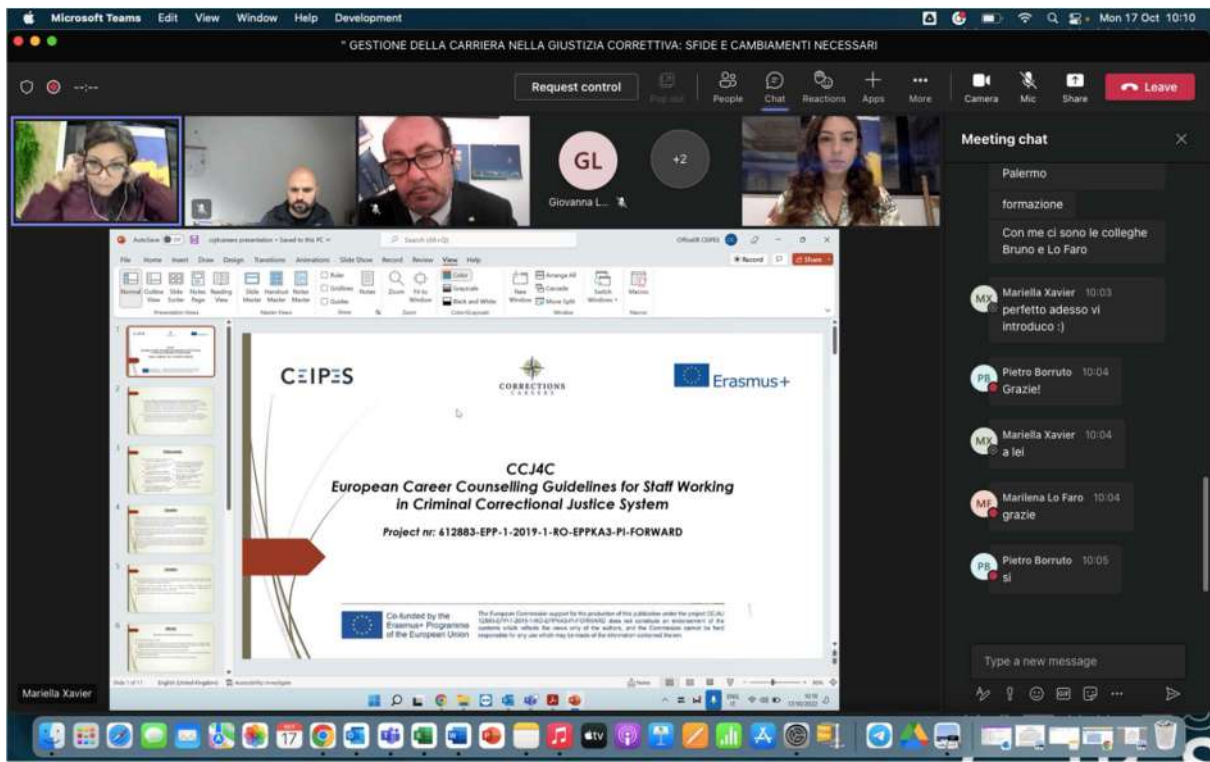
#### AGENDA

09,30	Benvenuto e Presentazione del Workshop
09,45	Introduzione: il Progetto "CCJ4C: - European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice System"
10,00	Presentazione del "National Position Paper"
11,00	Pausa
11,30	Tavola rotonda: dibattito e raccomandazioni sul "National Position Paper"
13,00	Conclusione

## ATTENDANCE REPORT

	A	B	C	D	E	F	G	H
1	1. Summary							
2	Meeting 1 " GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI							
3	Attended 15							
4	Start time 17/10/22, 09:23:16							
5	End time 17/10/22, 13:40:40							
6	Meeting 14h 17m 23s							
7	Average 2h 27m 44s							
8	2. Participants							
9	Name	First join	Last leave	In-meeting duration	Email	Participan	Role	
10	Mariella	17/10/22, 09:25:23	17/10/22, 13:40:40	4h 15m 16s	mariella.xavier@	mariella.x	Organiser	
11	Aaron Gi	17/10/22, 09:25:29	17/10/22, 09:46:00	20m 31s			Presenter	
12	Martina E	17/10/22, 09:27:03	17/10/22, 13:34:15	4h 7m 11s	martina.bartolott	martina.b:	Presenter	
13	Giovanna	17/10/22, 09:33:25	17/10/22, 13:33:58	4h 32s	giovanna.longo01	giovanna.i	Presenter	
14	Enza	17/10/22, 09:42:29	17/10/22, 09:56:35	14m 6s			Presenter	
15	Aaron Gi	17/10/22, 09:43:37	17/10/22, 13:04:53	3h 21m 15s			Presenter	
16	Mariena	17/10/22, 09:51:59	17/10/22, 13:20:01	3h 28m 1s	marilena.lofaro@	marilena.i	Presenter	
17	Pietro Bo	17/10/22, 09:58:17	17/10/22, 13:18:57	3h 20m 39s	pietro.borruto@g	pietro.bor	Presenter	
18	Giocacchi	17/10/22, 09:59:58	17/10/22, 13:33:59	3h 34m	admin@UILPAPol	admin@U	Presenter	
19	Enza	17/10/22, 10:14:14	17/10/22, 10:22:09	7m 54s			Presenter	
20	Eleonora	17/10/22, 10:18:15	17/10/22, 13:14:33	2h 56m 18s	eleonora.onorato	eleonora.i	Presenter	
21	Maria Lui	17/10/22, 10:40:29	17/10/22, 13:34:19	2h 53m 49s	marialuisa.malat	marialuis:	Presenter	
22	Giuseppe	17/10/22, 10:54:08	17/10/22, 13:14:04	2h 19m 56s	giuseppe.rizzo@g	giuseppe.	Presenter	
23	Nicola M:	17/10/22, 11:27:56	17/10/22, 13:30:04	46m 12s	nicola.mazzamuti	nicola.ma	Presenter	
24	Nicola M:	17/10/22, 12:16:26	17/10/22, 13:26:41	1h 10m 14s			Presenter	
25	3. In-Meeting activities							
26	Name	Join time	Leave time	Duration	Email	Role		
27	Mariella	17/10/22, 09:25:23	17/10/22, 13:40:40	4h 15m 16s	mariella.xavier@	Organiser		
28	Aaron Gi	17/10/22, 09:25:29	17/10/22, 09:46:00	20m 31s		Presenter		
29	Martina E	17/10/22, 09:27:03	17/10/22, 13:34:15	4h 7m 11s	martina.bartolott	Presenter		
30	Giovanna	17/10/22, 09:33:25	17/10/22, 13:33:58	4h 32s	giovanna.longo01	Presenter		
31	Enza	17/10/22, 09:42:29	17/10/22, 09:56:35	14m 6s		Presenter		
32	Enza	17/10/22, 10:14:14	17/10/22, 10:22:09	7m 54s		Presenter		
33	Aaron Gi	17/10/22, 09:43:37	17/10/22, 13:04:53	3h 21m 15s		Presenter		
34	Mariena	17/10/22, 09:51:59	17/10/22, 13:20:01	3h 28m 1s	marilena.lofaro@	Presenter		
35	Pietro Bo	17/10/22, 09:58:17	17/10/22, 13:18:57	3h 20m 39s	pietro.borruto@g	Presenter		
36	Giocacchi	17/10/22, 09:59:58	17/10/22, 13:33:59	3h 34m	admin@UILPAPol	Presenter		
37	Eleonora	17/10/22, 10:18:15	17/10/22, 13:14:33	2h 56m 18s	eleonora.onorato	Presenter		
38	Maria Lui	17/10/22, 10:40:29	17/10/22, 13:34:19	2h 53m 49s	marialuisa.malat	Presenter		
39	Giuseppe	17/10/22, 10:54:08	17/10/22, 13:14:04	2h 19m 56s	giuseppe.rizzo@g	Presenter		
40	Nicola M:	17/10/22, 11:27:56	17/10/22, 11:54:30	26m 34s	nicola.mazzamuti	Presenter		
41	Nicola M:	17/10/22, 11:57:21	17/10/22, 12:15:21	17m 59s	nicola.mazzamuti	Presenter		
42	Nicola M:	17/10/22, 13:28:25	17/10/22, 13:30:04	1m 39s	nicola.mazzamuti	Presenter		
43	Nicola M:	17/10/22, 12:16:26	17/10/22, 13:26:41	1h 10m 14s		Presenter		
44								
45								
46								
47								
48								
49								
50								
51								
52								
53								
54								
55								
56								
57								
58								
59								
60								

PICTURES



Microsoft Teams Edit View Window Help Development

\* GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI

Request control People Chat Reactions Apps More Camera Mic Share Leave

GL +2  
Giovanna L...

Meeting chat

Palermo  
formazione  
Con me ci sono le colleghe Bruno e Lo Faro

MX Mariella Xavier 10:03 perfetto adesso vi introduco :)

PB Pietro Borruto 10:04 Grazie!

MX Mariella Xavier 10:04 a lei

MF Marielena Lo Faro 10:04 grazie

PB Pietro Borruto 10:05 si

Type a new message

Mariella Xavier

Obiettivi

- Sviluppare, testare e mettere in atto una metodologia di lavoro per l'avvio o il miglioramento del processo di orientamento professionale nella giustizia penale correttiva (CCJ), concentrandosi sulle competenze necessarie per gestire la propria carriera. Ciò sarà possibile grazie al coinvolgimento diretto degli utenti finali (personale carcerario), datori di lavoro (amministrazioni carcerarie), luogo di lavoro (carcere), ulteriore formazione (aziende e ONG);
- Inserire nell'agenda pubblica europea la necessità di un approccio strutturato e guidato alla gestione della carriera nel sistema carcerario, a partire dal coinvolgimento delle parti interessate dirette. Ciò avverrà con il coinvolgimento diretto delle amministrazioni carcerarie, dei sindacati e degli organismi professionali internazionali;
- Dare il via a cambiamenti a lungo termine e testare sul campo soluzioni innovative per le sfide nell'istruzione e nella formazione del personale penale penitenziario, che hanno il potenziale per diventare la norma e generare un impatto sostenibile e sistemico sul sistema giudiziario correttivo penale che interagisce con l'istruzione e il sistema di formazione, nell'attuazione del "carcere di apprendimento";

Microsoft Teams Edit View Window Help Development

\* GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI

Request control People Chat Reactions Apps More Camera Mic Share Leave

GL +2  
Giovanna L...

Meeting chat

Palermo  
formazione  
Con me ci sono le colleghe Bruno e Lo Faro

MX Mariella Xavier 10:03 perfetto adesso vi introduco :)

PB Pietro Borruto 10:04 Grazie!

MX Mariella Xavier 10:04 a lei

MF Marielena Lo Faro 10:04 grazie

PB Pietro Borruto 10:05 si

Type a new message

Mariella Xavier

Obiettivi

- Sviluppare, testare e mettere in atto una metodologia di lavoro per l'avvio o il miglioramento del processo di orientamento professionale nella giustizia penale correttiva (CCJ), concentrandosi sulle competenze necessarie per gestire la propria carriera. Ciò sarà possibile grazie al coinvolgimento diretto degli utenti finali (personale carcerario), datori di lavoro (amministrazioni carcerarie), luogo di lavoro (carcere), ulteriore formazione (aziende e ONG);
- Inserire nell'agenda pubblica europea la necessità di un approccio strutturato e guidato alla gestione della carriera nel sistema carcerario, a partire dal coinvolgimento delle parti interessate dirette. Ciò avverrà con il coinvolgimento diretto delle amministrazioni carcerarie, dei sindacati e degli organismi professionali internazionali;
- Dare il via a cambiamenti a lungo termine e testare sul campo soluzioni innovative per le sfide nell'istruzione e nella formazione del personale penale penitenziario, che hanno il potenziale per diventare la norma e generare un impatto sostenibile e sistemico sul sistema giudiziario correttivo penale che interagisce con l'istruzione e il sistema di formazione, nell'attuazione del "carcere di apprendimento";

Microsoft Teams Meeting: \*GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI\*

Request control | People | Chat | Reactions | Apps | More | Camera | Mic | Share | Leave

Meeting chat

- Mariella Lo Faro 10:04 grazie
- Pietro Borruto 10:05 sì
- Enza (Guest) was invited to the meeting.
- Aaron Glazzon APAS ODV Trento (Guest) 10:18 Le slide che mostrate potranno essere disponibili o consultabili in seguito?
- Eleonora Onorato was invited to the meeting.
- 10:18 Buongiorno, benvenuta! Stiamo introducendo il progetto
- Enza (Guest) left the chat.

WP3 Stakeholders Analysis in CC-Careers, the supportive competences, and education needs - Final Report - 19\_11.pdf - Adobe Acrobat Reader (64-bit)

Home Tools WP3 Stakeholders ...

Funzioni attuali	Compiti attuali	Competenze ed aspetti comportamentali richiesti	Conoscenze richieste	Formazione attuale
Valutazione psicologica	Valutazione psicologica dei detenuti	Fiducia in se stessi. Pro-attività. Etica. Rispetto. Capacità di intervento durante crisi.	Conoscenze in campo psicologico e valutazioni.	n/a
Supporto psicologico	Intervento psicologico	Controllo emotivo. Pazienza.	Conoscenza in campo psicologico.	n/a

Tabella 9 Risultati aggregate su funzioni, compiti, competenze, comportamenti e conoscenze - psicologi

Mariella Xavier

Microsoft Teams Meeting: \*GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI\*

Request control | People | Chat | Reactions | Apps | More | Camera | Mic | Share | Leave

Meeting chat

- Mariella Lo Faro 10:04 grazie
- Pietro Borruto 10:05 sì
- Enza (Guest) was invited to the meeting.
- Aaron Glazzon APAS ODV Trento (Guest) 10:18 Le slide che mostrate potranno essere disponibili o consultabili in seguito?
- Eleonora Onorato was invited to the meeting.
- 10:18 Buongiorno, benvenuta! Stiamo introducendo il progetto
- Enza (Guest) left the chat.

WP3 Stakeholders Analysis in CC-Careers, the supportive competences, and education needs - Final Report - 19\_11.pdf - Adobe Acrobat Reader (64-bit)

Home Tools WP3 Stakeholders ...

Funzioni attuali	Compiti attuali	Competenze ed aspetti comportamentali richiesti	Conoscenze richieste	Formazione attuale
Valutazione psicologica	Valutazione psicologica dei detenuti	Fiducia in se stessi. Pro-attività. Etica. Rispetto. Capacità di intervento durante crisi.	Conoscenze in campo psicologico e valutazioni.	n/a
Supporto psicologico	Intervento psicologico	Controllo emotivo. Pazienza.	Conoscenza in campo psicologico.	n/a

Tabella 9 Risultati aggregate su funzioni, compiti, competenze, comportamenti e conoscenze - psicologi

Mariella Xavier

Chrome File Edit View History Bookmarks Profiles Tab Window Help

\*GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI

Request control People Chat Reactions Apps More Camera Mic Share Leave

Meeting chat

Enza (Guest) was invited to the meeting.

Aaron Glazzon APAS ODV Trento (Guest) 10:18  
Le slide che mostrate potranno essere disponibili o consultabili in seguito?

Eleonora Onorato was invited to the meeting.

10:18  
Buongiorno, benvenuta! Stiamo introducendo il progetto

Enza (Guest) left the chat.

Aaron Glazzon APAS ODV Trento (Guest) 10:25  
tutto chiaro per quanto mi riguarda, grazie.

Type a new message

National Position Paper Draft.pdf - Adobe Acrobat Reader (34 bits)

Home Tools WPA Substitutions National Position P...

Search Viewer

Export PDF

Adobe Export PDF  
Convert PDF files to Word or Excel Online

Select PDF file  
National P... Draft.pdf

Convert to  
Microsoft Word (.docx)

Document Language  
English (U.S.) Change

Convert

Edit PDF

Create PDF

Convert, add and sign PDF forms & agreements

View 1 Page View

Le criticità della carriera penitenziaria in Italia

Da oltre tre decenni, il sistema penitenziario italiano è caratterizzato da diverse criticità - dal sovraccollamento alla più recente emergenza sanitaria - le quali concorrono ad attribuirgli la caratteristica di peculiarità.

Tali aspetti negativi sono, innanzitutto, imputabili all'assenza di un percorso di riforme, che possa contribuire anche al miglioramento delle condizioni lavorative e, conseguentemente, alle prospettive di carriera di tutte le figure professionali che operano all'interno del sistema penitenziario.

Negli ultimi anni, inoltre, i professionisti inseriti all'interno dei penitenziari italiani hanno dovuto far fronte al cambiamento del target dei detenuti: flussi migratori e mutamenti dei connotati della criminalità organizzata, hanno comportato un consistente aumento del numero dei detenuti migranti e/o extracomunitari, ponendo ulteriori domande in merito ai cambiamenti necessari ed urgenti da porre in atto, per

Mariella Xavier

Microsoft Teams Edit View Window Help Development

\*GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI

Request control People Chat Reactions Apps More Camera Mic Share Leave

Meeting chat

10:18  
Buongiorno, benvenuta! Stiamo introducendo il progetto

Enza (Guest) left the chat.

Aaron Glazzon APAS ODV Trento (Guest) 10:25  
tutto chiaro per quanto mi riguarda, grazie.

Pietro Borruto 10:31  
si

Maria Luisa Malato was invited to the meeting.

10:40  
Buongiorno, benvenuta!  
Stiamo presentando il National Position Paper

Type a new message

National Position Paper Draft.pdf - Adobe Acrobat Reader (34 bits)

Home Tools WPA Substitutions National Position P...

Search Viewer

Export PDF

Adobe Export PDF  
Convert PDF files to Word or Excel Online

Select PDF file  
National P... Draft.pdf

Convert to  
Microsoft Word (.docx)

Document Language  
English (U.S.) Change

Convert

Edit PDF

Create PDF

Convert, add and sign PDF forms & agreements

View 1 Page View

sottofinanziamento delle strutture penitenziarie, e ciò si riflette in una retribuzione considerata inadeguata dalla maggior parte dei professionisti operanti nelle carceri - in Italia, circa l'85% afferma di percepire uno stipendio non adeguato e non proporzionato alla quantità e alla qualità del lavoro svolto.

Ciò si traduce in un mancato riconoscimento della professionalità di chi, oltre a dover svolgere mansioni da "regolamento", è chiamato ad utilizzare soft skills non indifferenti, quali empatia, ascolto, conflict management, ecc..

Sottofinanziamento, assenza di un riconoscimento a carattere remunerativo, condizioni di lavoro precarie, scarsa o assente formazione, determinano, a loro volta, un grado di soddisfazione, da parte del lavoratore, molto basso, generando un alto rischio di alienazione.

Le criticità legate alla remunerazione hanno messo in evidenza la mancanza di adeguamento dei salari ai rischi del lavoro.

Mariella Xavier



**\* GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI**

Recording has started. By attending this meeting, you consent to being recorded. [Privacy Policy](#)

Da oltre tre decenni, il sistema penitenziario italiano è caratterizzato da diverse criticità - dal sovraffollamento alla più recente emergenza sanitaria - le quali concorrono ad attribuirgli la caratteristica di peculiarità.

Tali aspetti negativi sono, innanzitutto, imputabili all'assenza di un percorso di riforme, che possa contribuire anche al miglioramento delle condizioni lavorative e, conseguentemente, alle prospettive di carriera di tutte le figure professionali che operano all'interno del sistema penitenziario.

Negli ultimi anni, inoltre, i professionisti inseriti all'interno dei penitenziari italiani hanno dovuto far fronte al cambiamento del target dei detenuti: flussi migratori e mutamenti dei connotati della criminalità organizzata, hanno comportato un consistente aumento del numero dei detenuti migranti e/o extracomunitari, ponendo ulteriori domande in merito ai cambiamenti necessari ed urgenti da porre in atto, per consentire alle figure professionali di poter svolgere il proprio lavoro con adeguati strumenti e, soprattutto conoscenze e formazione.

La realtà, infatti, dimostra che la complessità di questo ruolo non è sufficientemente supportata dal sistema in cui opera; quindi c'è bisogno di modernizzazione e riforme.

Mariella Xavier

**\* GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI**

Meeting chat

- Bonuto 12:18  
Grazie!  
a voi
- Giuseppe Rizzo 17/10/22 12:19  
giuseppe.rizzo@giustiz  
ia.it - comandate...  
grazie mille a Lei!
- Maria Luisa Malato 12:27  
marialuisa.malato@giustiz  
ia.it direttore C.C. Pagliarelli  
PALERMO
- Mariella Xavier 12:27  
Maria Luisa 17/10/22  
Malato 12:27  
marialuisa.malato@giu  
stizia.it direttore C.C...  
grazie mille dott.ssa Malato

Type a new message



Microsoft Teams Edit View Window Help Development

\* GESTIONE DELLA CARRIERA NELLA GIUSTIZIA CORRETTIVA: SFIDE E CAMBIAMENTI NECESSARI

Request control People Chat Reactions Apps More Camera Mic Share Leave

### la formazione nel sistema Norvegese

Un'esempio di sistema penitenziario, in cui la formazione del personale assume ruolo primario, è dato dal sistema Norvegese.

Tra il sistema penitenziario norvegese ( e più in generale nei paesi Scandinavi) e quello italiano emerge, in primis, una differenza basilare circa la modalità di repressione della criminalità: l'idea di base è **costruire un sistema di giustizia che rappresenti un sistema di "sicurezza dinamica"**, piuttosto che statico - quest'ultimo riflette un'ottica tradizionalista che inquadra il ruolo del personale carcerario come finalizzato alla mera custodia, repressione e contenimento.

In effetti, un sistema maggiormente dinamico risponderebbe più adeguatamente alla finalità rieducativa della pena (sancita all'art. 27 Cost. e altresì affermata a livello internazionale), in luogo di limitare la pena esclusivamente alla sua funzione retributiva/restitutiva.

Meeting chat

Borruto 12:18  
Grazie!

a voi

Giuseppe Rizzo 17/10/22 12:19  
giuseppe.rizzo@giustizia.it - comandate...  
grazie mille a Lei!

MM Maria Luisa Malato 12:27  
marialuisa.malato@giustizia.it direttore C.C. Pagliarelli PALERMO

MX Mariella Xavier 12:27  
Maria Luisa 17/10/22 Malato 12:27  
marialuisa.malato@giustizia.it direttore C.C....  
grazie mille dott.ssa Malato

Type a new message

Mariella Xavier

**CERTIFICATES' TEMPLATE**



CENTRO INTERNAZIONALE PER LA PROMOZIONE DELL'EDUCAZIONE E LO SVILUPPO

Come organizzazione partner del Progetto Erasmus Plus

Azione Chiave 3 - Sostegno allo sviluppo delle politiche e alla cooperazione

**CCJ4Career**

**European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice System**

PROJECT NUMBER:

**612883-EPP-1-2019-1-RO-EPPKA3-PI-FORWARD**

Certifica che:

**Mariella Xavier**

Ha partecipato al workshop "*Gestione della carriera nella giustizia correttiva: sfide e cambiamenti necessari*" del progetto **CCJ4Career** svoltosi online ad opera del CEIPES presso la piattaforma Teams in data 17/10/2022

Palermo, 17/10/22

  
MUSA KIRKAR  
Presidente del CEIPES



**Center for Promoting Lifelong Learning**  
www.cpip.ro  
Daiana Huber - daiana.huber@cpip.ro



**Timisoara Penitentiary**  
www.anp.gov.ro/penitenciarul-timisoara  
Cristina Busuioc - cristina.busuioc@anp.gov.ro



**The National Trade Union of Prison Policemen (SNPP)**  
www.snpp.ro  
Adrian Neagoe - snpp@snpp.ro



**York Associates International Ltd**  
www.york-associates.co.uk  
Dale Coulter - dale.coulter@york-associates.co.uk



**Bremen Ministry of Justice**  
www.justiz.bremen.de  
Torben Adams - torben.adams@justiz.bremen.de



**Baltic Education Technology Institute (BETI)**  
www.beti.lt  
Greta Volodzkaitė - greta.volodzkaite@beti.lt



**IPS Innovative Prison Systems**  
www.prisonssystems.eu  
Tiago Leitão - tiago.leitao@prisonssystems.eu



**International Centre for the Promotion of Education and Development**  
www.ceipes.org  
Musa Kirkar - kirkar@ceipes.org



**International Corrections and Prisons Association**  
www.icpa.org  
Gary Hill - garyhill@cegaservices.com



**General Director and Prison and Detention Houses**  
www.cte.adalet.gov.tr  
Ezgi Çetintürk - cetinturkezgi@gmail.com



**BrainLog**  
www.brainlog-ngo.com  
Martin Savchev - martin.s@brainlog-ngo.com