

VISITING EXPERT'S PRESENTATION



UNITED NATIONS ASIA AND FAR EAST INSTITUTE
FOR THE PREVENTION OF CRIME AND THE TREATMENT OF OFFENDERS

185th International Training Course

9 September to 10 October 2024

Preventing Inmate Abuse and Corruption in Correctional Facilities:
Fostering a Rehabilitative Prison Environment

UNAFEI 2024

CAPACITY BUILDING AND EMPOWERMENT FOR CORRECTIONAL OFFICERS WITH HIGH INTEGRITY

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Capacity Building and Empowerment for Correctional Officers with High Integrity

OBJECTIVES

- Understanding the recruitment, retention and development of competent and fair correctional officers;
- Understanding the requirements on how to ensure that the correctional officers' working conditions, including fair compensation, are appropriate;
- Understanding how to form professional relationships with the prisoners and colleagues to prevent inmate abuse ;
- Understanding the concept of Dynamic Security.

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Capacity Building and Empowerment for Correctional Officers with High Integrity

INTERNATIONAL STANDARDS AND NORMS

NELSON MANDELA RULES (NMR)
RULES 74 – 82 / INSTITUTIONAL PERSONNEL

Rule 74
Recruitment of personnel

Rule 75 – 76
Training of personnel

Rule 77
Conduct of personnel

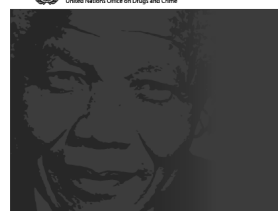
Rule 78
Specialist staff

Rule 79
Prison management

Rule 80
Language skills of staff

Rule 81
Women prisoners

Rule 82
Use of force



The United Nations
Standard Minimum Rules for
the Treatment of Prisoners
(the Nelson Mandela Rules)



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PRISON STAFF PROPER HUMAN RESOURCE MANAGEMENT

- Ability to properly manage and mobilise the necessary human and financial resources;
- Ability to make difficult decisions;
- Making the right choice if often a challenge;
- Having the right information available;
- Encourage consultations when making decisions;
- Support from international standards and managers' values
→ decision-making based on facts.

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PRISON STAFF RECRUITMENT

Basis for hiring personnel:

1. Should be in line with the requirements of the job;
2. No discriminatory factors (sex, age, race, religion, marital status or any other criteria).

Hiring process:

1. Gradual system: Application – interview – testing – recruitment

Job specification and description:

1. Positions within the prison defined clearly;
2. Importance to have a clear job description – communicated through the hiring process;
3. Promoting the requirements and responsibilities;
4. Determines accountability and order of authority.

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PRISON STAFF TRAINING AND DEVELOPMENT OF PERSONNEL

- Importance of a comprehensive training and development system for all employees;
- Can be provided internally or rely on external resources:
 - Basic training for new recruits;
 - Followed up with refresher courses;
 - Human Resources training.
- Staff training well defined within the prison and the whole prison service:
 - Supported by personnel with specific skills as trainers and educators;
 - Development of training resources and manuals and kept up to date.
- Development of own training facilities and centralised academy;
- Training of prison managers;
- Training for specialised functions.


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PRISON STAFF RETENTION OF PERSONNEL

- Best way to retain employees is through enrichment and empowerment;
- It is not always about the money but...
..Autonomy, sufficient training and development and possibility for advancement in their career;
- Promotion and other rewards;
- Mechanisms for resolution of grievances;
- Remuneration;
- Personnel policies.

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PRISON STAFF

- Challenges linked to workforce;
- Remuneration of corrections officers;
- Training on security but not on human rights compliance or corruption prevention;
- Prison work is not easy work;
- Other actors in prisons.

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PRISON STAFF

How to address the challenges?

1. Identify aspects that may leave staff open to corruption;
2. Identify motivations of staff to engage in corruption;
3. Identify the barriers to attract and retain qualified prison staff;
4. Evaluate training curriculum of corrections officers;
5. Assess the procedures related to external service providers;
6. Recommend to improve the terms of prison staff and align them with the police or armed service.

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PRISON STAFF EMPOWERMENT

- maintaining motivation among staff;
- Importance of empowering of staff;
- Role of the leader to inspire their staff.

"Don't tell people how to do things; tell them what to do and let them surprise you with their results."

George S. Patton Jr.

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PRISON STAFF Question

How do you personally motivate staff in challenging situations?

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PRISON STAFF MANAGEMENT OF THE DISCIPLINARY PROCESS

Disciplinary - For both staff and prisoners.

- ✓ How is staff accountability ensured?
- ✓ Is there an explicit disciplinary procedure, including for the use of force and ill treatment?
- ✓ Is this procedure made clear in prison personnel contracts and regulations?
- ✓ Is it enforced?
- ✓ Are there examples?

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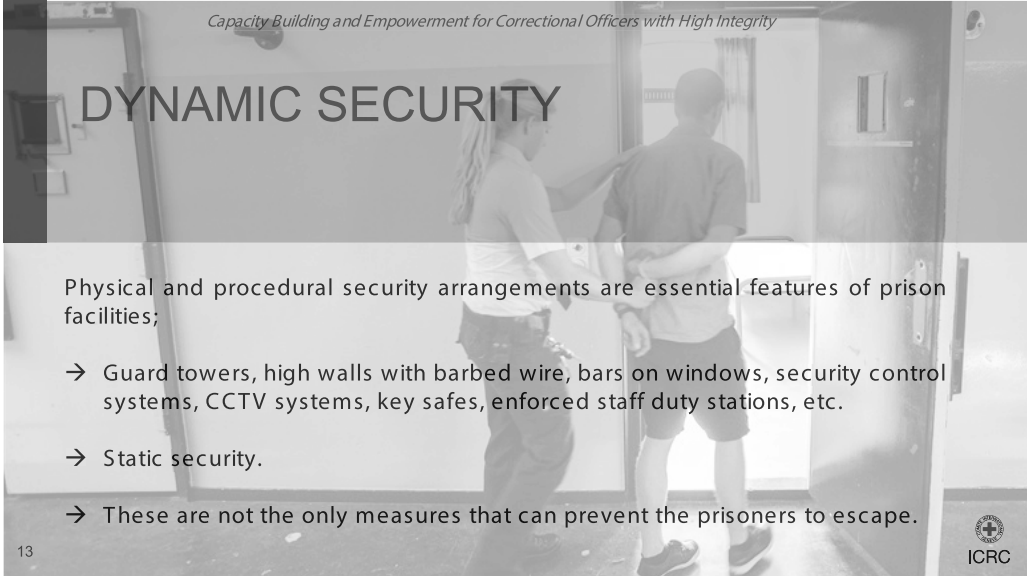
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DYNAMIC SECURITY

Physical and procedural security arrangements are essential features of prison facilities;

- Guard towers, high walls with barbed wire, bars on windows, security control systems, CCTV systems, key safes, enforced staff duty stations, etc.
- Static security.
- These are not the only measures that can prevent the prisoners to escape.


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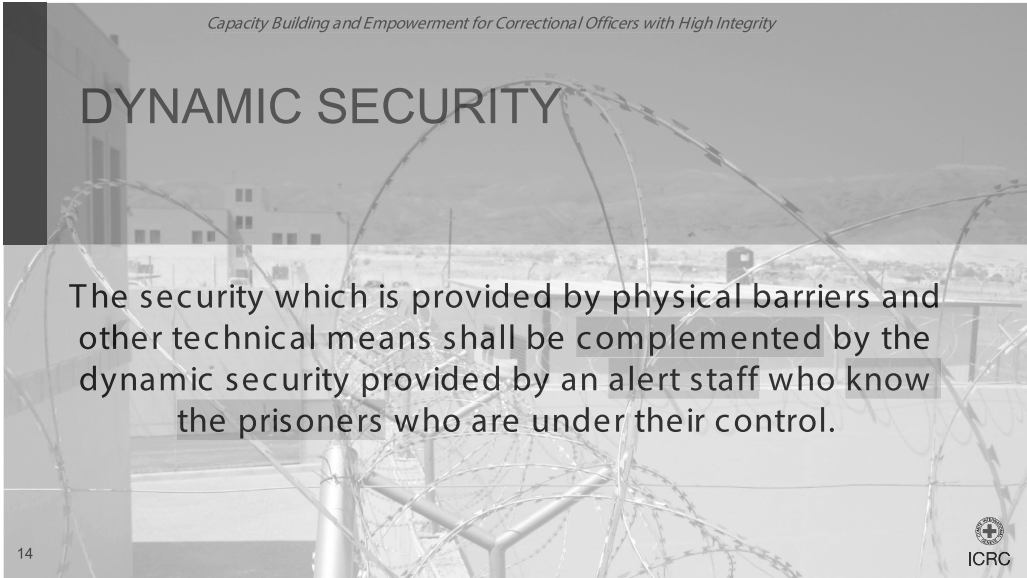


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DYNAMIC SECURITY

The security which is provided by physical barriers and other technical means shall be complemented by the dynamic security provided by an alert staff who know the prisoners who are under their control.

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Capacity Building and Empowerment for Correctional Officers with High Integrity

DYNAMIC SECURITY

The security which is provided by physical barriers and other technical means shall be complemented by the dynamic security provided by an alert staff who know the prisoners who are under their control.

- * Complements
- * Alert staff
- * Knowing the prisoners

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DYNAMIC SECURITY

An officer in a watchtower is likely to see an escape attempt only after it has begun.

An officer who works closely with prisoners and knows what they are doing will be much more aware of possible threats to security before they occur.

Dynamic security is not just about preventing prisoners from escaping.

It is also about developing and maintaining good relationships with prisoners and being aware of their moods and temperament.

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DYNAMIC SECURITY

Dynamic security can also be beneficial when a prison system has limited resources to spend on physical security measures.

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DYNAMIC SECURITY

ESSENTIAL ELEMENTS OF DYNAMIC SECURITY

- Positive and professional relationships, communication and interaction between the staff and prisoners;
- Professionalism;
- Collecting relevant information;
- Insight into and improving social climate of the penal institution;
- Firmness and fairness;
- Understanding personal situation of the prisoner;
- Communication, positive relations and exchange of the information among all employees.

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DYNAMIC SECURITY

PROFESSIONAL RELATIONSHIPS WITH PRISONERS

- Regular walks through the area in which the Officers are posted;
- Talking to prisoners, gaining their trust, and building rapport;
- Checking prisoners' physical welfare during rounds and when conducting head counts;
- Maintaining a consistent (firm and fair) approach to inappropriate behaviour;
- Encouraging positive behaviour and addressing negative behaviour;
- Engaging in case management process;
- Following up on requests in a timely manner; and
- Remaining calm during incidents.

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DYNAMIC SECURITY

PROFESSIONAL RELATIONSHIPS WITH PRISONERS

Unprofessional and inappropriate relationships between detainees and staff.

- Positive and constructive relationships;
- Inappropriate relationships;
- Manipulation and intimidation of staff.

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DYNAMIC SECURITY

INTERPERSONAL SKILLS

- Communication, both verbal and non-verbal, is a two-way process;
- Communication skills are one of the most important elements in the effective application of dynamic security;
- Staff should be familiar with and understand the different groups (including religious, ethnic, cultural) that they may come across within their prison.
- Staff should be introduced to techniques (e.g. de-escalation, motivational interview technique, etc.) for dealing with conflict, such as appearing calm and in control of the situation.

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DYNAMIC SECURITY

ROLE OF STAFF SELECTION AND TRAINING

- Training on Dynamic Security is most effective where there is a professional and well-trained group of staff;
- Include to the training curriculum of staff training academy but also provide continuous in-service training courses;
- Training on communication skills and relationship building;
 - Importance of these skills emphasised and reinforced by senior management of the Prison Service!
- Training should enable staff to understand the types of prisoners;
- Training on combating conditioning and manipulation;
- Training on antisocial personality patterns and disorders.

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DYNAMIC SECURITY

“Sixth sense”

Experienced, senior prison staff often talk about developing a “sixth sense”; being able to feel if something is not right or normal in the facility/ wing/ department under their supervision.

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DYNAMIC SECURITY

PRISON INTELLIGENCE AS PART OF DYNAMIC SECURITY

- **Information + Analysis = Intelligence**
- Critical component of any law enforcement organization;
- Helps to reduce uncertainty and to focus resources in the right areas;
- Some prisoners continue with their criminal activity while in prison and may apply corruption to officials to obtain their aims;
- All prisons should have in place a structured prison intelligence system;
- All staff have the responsibility to actively gather security information.

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DYNAMIC SECURITY

PRISON INTELLIGENCE AS PART OF DYNAMIC SECURITY

Intelligence within the prison context can be defined as follows:

Prison intelligence function seeks, through objective strategic and operationally driven planned collection, to identify those prisoners, visitors, staff and organizations planning to engage in activity, or who are engaged in an activity that may be a threat to the good order, safety and security of a prison before the event occurs.

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DYNAMIC SECURITY

PRISON INTELLIGENCE AS PART OF DYNAMIC SECURITY

Benefits of prison intelligence

- Preventing escapes, riots and disturbances;
- Identification and prevention of criminal activity by prisoners or staff;
- Identification and prevention of criminal activity in the external community ;
- Detection of staff corruption and smuggling;
- Identification of organized criminal and/ or terrorist groups and the nature of their activity within the prison system and the individuals in those groups who lead or facilitate criminal activity;
- Assessment of the organized criminal groups' influence and relationship in the prison system and their influence outside the prison system;
- Identification of the vulnerabilities in the prison system;
- Identification of radicalization and extremism in the prison system;
- Protection of vulnerable prisoners by identifying them and those who prey upon them.

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THANK YOU AGAIN FOR YOUR ATTENTION!



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