



CORRECTIONS CAREERS



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

WP2

**2.1 GATHERING INTELLIGENCE
ABOUT THE FUTURE
OF CCJ CAREERS**



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Corrections Careers Report

Survey of European Prison Officers' Career Guidance Needs

October, 2021

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Erasmus+



Executive Summary

KEY FINDINGS IN THE PRISON OFFICERS' NEEDS SURVEY

749 Prison and Correctional Officers¹ from five European Member States represented in the partnership responded to an online survey about their career and training needs. The number of respondents varied between countries, but there was a strong similarity in their responses.

We found that:

- Wherever prison officers are guided towards training opportunities, they feel they better understand the social philosophy of rehabilitation in corrections.
- Peripheral incentives are important: where prisons provide good 'motivation', like adequate salary and holidays, staff – particularly at managerial level – are more likely to feel like they get enough training to do their job.
- If respondents are given career guidance during basic training and understood work in prison is 'a career', they are more likely to:
 - a) identify leadership opportunities
 - b) feel they have the right training to do their job better
- Where managerial staff are identified as open to training and learning, career opportunities more likely to be promoted outside of the prison (and vice versa), and respondents are more likely to be positive about a range of opportunities.
- Line managers tend to be satisfied with their salaries, whereas prison officers are more likely to think s/he does not earn enough money to perform their duties.
- Perceived stigma and perceived lack of support and investment go hand-in-hand: those staff who tend not to tell people they work in prison responded that managerial staff were not open to professional development, and that they are given little guidance to understand what corrections is and how they can do their job better.

„Bin jeden Tag Mutter, Vater, Feuerwehrmann, Pastor, Psychologe...“

Justizvollzugsmitarbeiter, JVA Bremen, Deutschland

„Every day I'm a mum, a dad, a fireman, a pastor and a psychologist“

Correctional Officer, Bremen Prison, Germany

¹ The traditional custodial prison guard role has developed to differ slightly in different jurisdictions.

The survey responses also told us that:

- A prison officer who feels their salary is not enough, is also likely to think that their prison does not motivate them in career progression, that they are given little guidance to training and that managerial staff are not receptive to learning and development.
- Respondents who had recently joined the prison are less likely know if their prison supplies career information and less likely to feel guided into correctional philosophy.
- Prison officers are slightly less likely to tell people they work in prison if
 - a) they feel they do not receive enough training
 - b) they do not have good peripheral motivation such as good holidays
 - c) their prison does not promote work opportunities outside the prison
- Line managers of prison officers are slightly less likely to think about prison as a ‘public mission’, and slightly more likely to think of their job as a ‘career’.

What does this survey of prison officers’ career needs say about how detention & rehabilitation policies align with those of recruitment & retention?

- ✓ **Choose the most effective points** for career development, e.g. during basic CO training, at annual review, during potential promotion,
- ✓ **Think holistically:** Pride in public service role, management open to training and wider community recruitment often came hand-in-hand.
- ✓ **Motivate CO training uptake:** Irrespective of the type of training, simply feeling valued and guided towards professional development furthers understanding of rehabilitation and (re)inclusion needs and makes COs positive ambassadors.
- ✓ **Good salary and holidays improve training take up:** front line officers – as opposed to their managers – felt they weren’t paid enough, negatively influencing a range of key factors.

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About CCJ4C: Corrections Careers

An Erasmus+ Funded Project

The CC4JC Corrections Careers project is funded by the Erasmus Plus Programme from 2019-2022 to develop, test and set in place a working methodology for starting or improving the career guidance process in the criminal correctional justice (CCJ) system, focusing on the competencies needed to manage one's own career. Partners do this with direct end-user involvement of employees (prison staff), employers (prison administrations), workplace (prisons and prison unions) and further training (penitentiary academies, companies and lifelong learning NGOs).

This project is an Erasmus+ KA3 and is funded to look forward to what policy ought to be, to fit Europe's diverse and dynamic societal and criminal justice needs. Our partnership is based on a joint understanding that prisons, and the people held in them, are part of our communities. The harder we work to make reintegration on release more effective and inclusive, the safer these communities become. And good rehabilitation starts with the staff in our justice systems.

As the prison and correctional officers' role develops out of the traditionally custodial, these staff urgently need training in skills which support the complex needs of a person's reintegration. As such, our partnership puts the need for structured and guided approaches to prison and correctional officer career management firmly on the European public agenda, starting with the involvement of the direct interested parties of prison administrations, trade unions and international professional bodies and crucially, of staff themselves.

www.careersincorrections.com

About the partnership

Corrections Career is a partnership of seven European Union Member States and Turkey, with organisations representing both national administrations of penitentiaries, correctional services workplace representatives, direct representation of the employees needing career guidance and support to develop career management competencies, the tertiary sector (NGO, associations, foundations) which deliver and/or otherwise influence activities being delivered in prisons and the not-for-profit sector, company providing services to prison.

We are led by the needs of national public bodies, yet each partner becomes increasingly relevant in Europe, as privatisation of correctional justice and public service professional development is being discussed at both policy and provision levels.

CPIP Romania	Romania
National Trade Union of Prison Policemen	Romania
Timisoara Prison	Romania
Bremen Senate of Justice and Constitution	Germany
International Corrections and Prisons Association	Belgium
Turkish Ministry of Prisons and Penitentiaries	Turkey
Innovative Prison Systems	Portugal
York Associates	United Kingdom
Brainlog	Denmark
CEIPES	Italy
BETI	Lithuania



Conclusions prior to survey

From June 2019 and April 2020, the CCJ4C Corrections Career project first worked towards a *Review of Policy and Practice* in partner countries, comprised of:

- A review of all literature, legislation, reports and public documents referring to career guidance for public servants and for prison staff, from partner countries
- Policy context analysis per country
- Public Hearings hearing stakeholders voiced their opinions in a round table meeting.

The above report's findings indicate:

- A need to align public sector career guidance and public policy. We ask who benefits when prison officers receive career advice, and subsequently is it the responsibility of the individual or the institution to pay for it?
- Massive evidence of an evolving human service role within reformed corrections: new staff skills and competencies require updated recruitment and retention guidelines for prison, and for wider criminal justice roles.
- Questions of when and how career guidance should be most effectively delivered in prisons? We saw that the 6th year of service and those officers over 50 years were most likely to benefit. Should delivery then be proactive instead of reactive?
- Career guidance will not move any higher up the individual or institutional agenda without the support of two key roles: Manager's role in reinforcing a positive learning culture in prison (we called this the Gatekeeper) Mentor's role in encouraging consistent and effective policy implementation (the Facilitator)
- A real and growing need to build evidence and prioritise evaluation of initiatives: Is career guidance effective? If so when, how and with whom?

Survey development

The aim of WP2 was to identify, test, develop or assess innovative policy approaches that have the potential to be mainstreamed and to improve education and training systems.

- We said we would do this by working with key stakeholders and giving them a voice.
- We said this analysis of current practice would also be a learning experience with key stakeholders and an awareness raising moment.

However, in 2020 and in the face of the global COVID-19 pandemic, there were other priorities. Still, it remained our aim to find out if conclusions drawn about career guidance in prison indeed reflected the reality of the end-users of policy.

To reach front line prison staff, we went digital: our partnership of prison, education and non-profit professionals developed an online Prison Officer Needs Analysis Survey, which we distributed to prison(s) in our justice systems. We asked prison/ correctional officers or their line managers to respond.

The survey was developed in a collaborative effort between all partners, during two Zoom sessions, with peer review taking place on specific questions and issues in between. It was then translated into partner languages by native speakers. The survey was delivered via Google Forms, left open for 9 weeks in the first instance. Each partner distributed the survey via their local or national prison services or union. One survey remained in English and was distributed by the ICPA internationally.

Question types

Where possible, a yes/no question type was used. Where this was not possible (e.g. length of service), a 5-point Likert scale question was used. For analysis, a respondent's level of agreement was analysed by taking points 3-5 as agreement/ positive/ a higher incidence, and points 1 and 2 as disagreement/ negative/ a lower incidence.

Survey responses

5 countries (TR: 265 responses, IT: 248 responses, DE: 71 responses, RO: 28 responses, PT: 120 responses, ENG-lang INT: 17 responses) translated into national language plus international respondents in English.

There were 749 total responses.



Survey response analysis

Differences in responses between countries

First, we wanted to find out if there were significant differences between how prison staff responded in the partner countries. First, we grouped the responses from all countries to two batches of questions, the first around time and experience in the role:

Batch A

- How long in current position
- Has this been your only career?
- Do you consider your salary enough...?
- Do you seek out career counselling or are all employees given career counselling?
- When you go to work do you consider this...
- I feel I am given guidance to understand opportunities/ philosophy of corrections

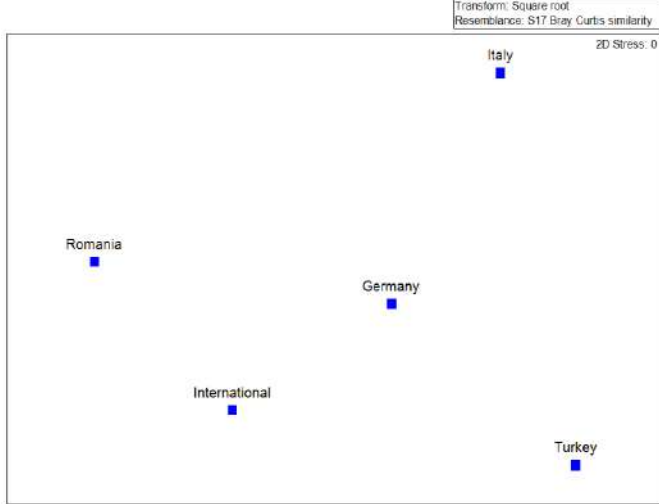
And the second batch around training and mentoring:

Batch B

- Do you have an annual job performance review?
- Are you receiving enough training to perform your duties effectively?
- To what extent do you think this training helps you stay in your job?
- Do you have a career mentor or counsellor not line manager?
- How much information is there present in leadership development career..?
- I feel I am given guidance to understand opportunities/ philosophy of corrections

By comparing the answers to these two batches of questions by all respondents using a cluster analysis, any regions which give significantly different responses to the others would be indicated by a low similarity score.

WHETHER TIME AND EXPERIENCE MAKE A DIFFERENCE TO ENTHUSIASM FOR JOB?



In Figure 1, we see that the responses from different regions remain relatively close together in the diagram. This proximity indicated a high similarity in responses by region in both batch A and batch B: no country had significant 'outlier' responses.

Therefore, the responses of prison workers in the partner countries to the same questions are very similar.

Figure 1: Batch A cluster analysis diagram

To ensure that this test this 2D by region to see if any country's responses were significantly far off from other regions (multidimensional scaling analysis)

WHETHER TIME AND EXPERIENCE MAKE A DIFFERENCE TO ENTHUSIASM FOR JOB?
Group average

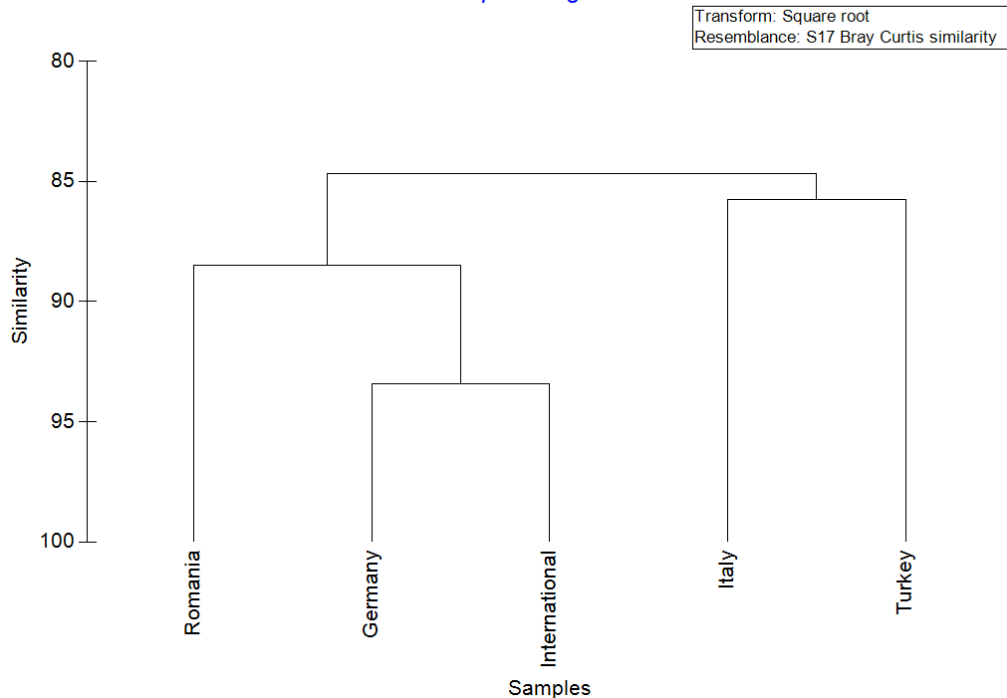


Figure 2: Multidimensional scaling analysis of batch A questions

- Similarity of 85%
- **High similarity indicates regional differences in answers to these sets of questions are minimal.**

Group average

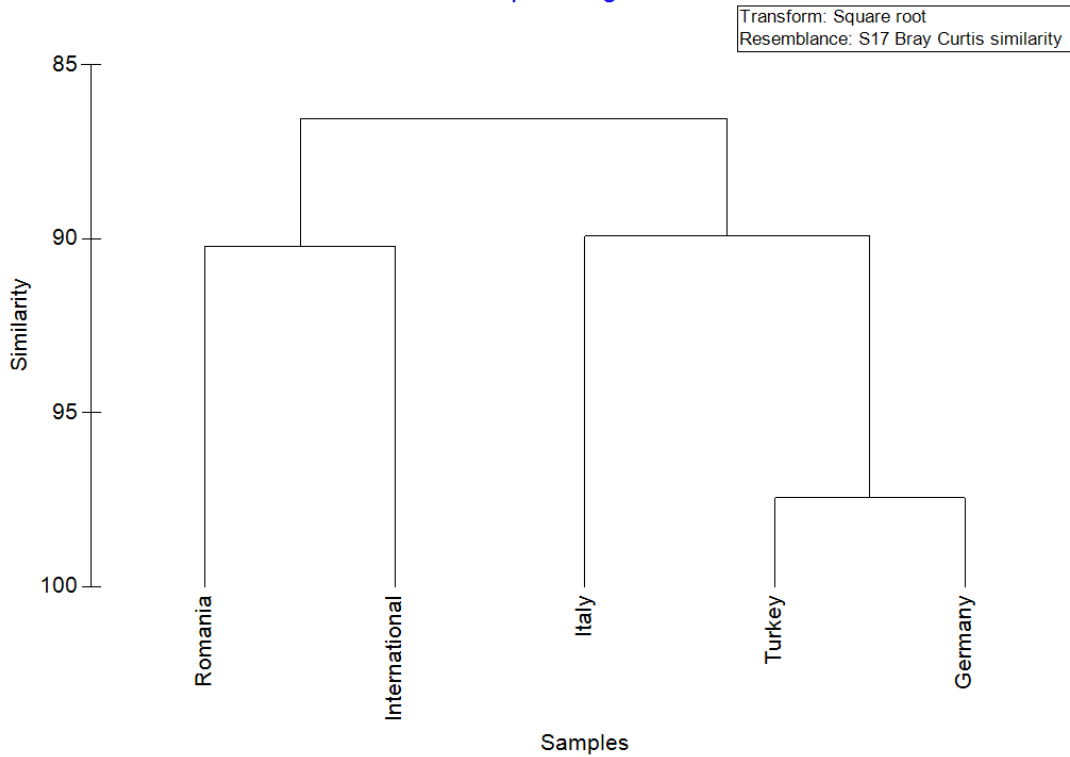


Figure 3: Multidimensional scaling analysis of batch B questions

In multidimensional scaling analysis of the Batch B questions (on training and mentoring), there was an even higher similarity of responses between prison officers in the partner countries, with a similarity of 87%. **Again, this high similarity means we can say with some confidence that regional differences in answers to these sets of questions are minimal.**

Spearman Rank-Order Correlations²

Knowing that there were no big differences between the responses of staff in Bremen/Germany, Romania, Portugal, Turkey, and Italy, we could then pool the data from all respondents across every region and see and the strength of covariance between responses. We used **Spearman rank-order correlation** to identify correlation coefficients by measuring the extent to which two variables tend to change together. A value of 1 would indicate all responders provided the same answer to both questions,

² This dataset is publically available via Mendeley Data: Williams, Rhianon (2022), "Spearmans Rank Correlation Heatmap of Prison Officer Career Guidance Needs Survey", doi: 10.17632/8d69mv2bmz.1 <https://data.mendeley.com/datasets/8d69mv2bmz/2>

with -1 representing opposite responses to each question. A positive correlation indicates that increasing positive responses to a particular question were often matched by positive responses to the second question. A negative correlation represents a trend in responses to indicate that when responders answered highly to one question, they often answered negatively to another. Where 'No correlation' is indicated, there was no indications of responses to one question correlating with responses to the other.

It is important to remind the reader that **correlations in the data are real** - there is a connection between one group of responses and another - **but it may not be causal**. In the CCJ4C project, we have used the Spearman rank-order correlations to **contextualise other data** collected by partners.

- Spearman rank-order correlations measure monotonic relationships: the variables tend to change together, but not necessarily at a constant rate.
- Spearman correlation coefficient is based on the ranked values for each variable rather than the raw data.
- If the great majority (>95%) of respondents who responded to two questions responded in a similar way to the two questions, then a strong correlation which would be indicated in dark colours on this graph.
- Weak correlations are indicated when a smaller majority respond similarly to two questions.
- If the correlation is **positive**, it is coloured a shade of **brown**.
- If the correlation is **negative**, it is a shade of **blue**.
- The stronger the colour, the more pronounced the correlation.
- The correlation only appears as positive or negative if the coefficient is above 95%, so if there is no pattern in response, **no correlation** is indicated, we have said there is insufficient data and these are indicated in **grey**.
- The black fields represent the same question on both the x and y axis

The correlation only appears as positive or negative if the coefficient is above 95%, so if there is no pattern in response, no correlation is indicated, we have said there is insufficient data and these are indicated in grey.

The resulting graph is presented here first in its entirety. We go on to break this down into smaller graphs taking responses to 5 questions at a time, and showing individual country responses to key questions.

	Are you a correctional officer?	Are you a line manager to correctional officers?	How long have you been in your current position at the prison?	Has this been your only career?	Do you consider that your salary is enough to perform your duties?	Does your organization provide you with enough motivation to keep you in your career?	If you answered no, do you think staff would benefit from an annual performance evaluation?	Are you/are your prison staff receiving enough training to perform your duties effectively?	To what extent do you think this training helps you stay in your job?	How much information is there in basic training that prison work is a career?	How much information is there on development of leadership skills?	When you go to work, do you consider this a job - Public mission?	Do you sometimes not tell people that you work in prison?	How receptive are managerial staff to learning and development?	Does your prison officially (outside of the prison) promote working as corrections as a career?	Do you need to seek out career counselling yourself, or is career counselling given to all employees?	Do you have a career mentor or counselor you can visit, who is not your line manager?	I feel I am given guidance on education opportunities to better understand the philosophy of corrections.	I feel I am given guidance to training opportunities that help me do my job better.
Are you a correctional officer?																			
Are you a line manager to correctional officers?	-0.40																		
How long have you been in your current position at the prison?	0.12	0.1																	
Has this been your only career?	0.13	0.29	0.13																
Do you consider that your salary is enough to perform your duties?	0.26	0.07	0.25	0.07															
Does your organization provide you with enough motivation to keep you in your career?	0.12	0.31	0.07	0.25	0.07														
If you answered no, do you think staff would benefit from an annual performance evaluation?																			
Are you/are your prison staff receiving enough training to perform your duties effectively?	0.09	-0.09	0.14	0.46	0.26	0.46	0.43												
To what extent do you think this training helps you stay in your job?	-0.51	0.1	0.13	0.23	0.17	0.26	0.46	0.34											
How much information is there in basic training that prison work is a career?			0.09	0.31	0.12	0.46	0.28	0.3											
How much information is there on development of leadership skills?	0.08	0.1	0.33	0.32	0.43	0.24	0.7	0.7											
When you go to work, do you consider this a job - Public mission?	-0.12	-0.09	-0.09	-0.1	-0.12	-0.12	-0.12	-0.12											
Do you sometimes not tell people that you work in prison?	0.1	-0.09	0.16	0.48	-0.12	-0.12	-0.12	-0.12											
How receptive are managerial staff to learning and development?	0.19	0.12	0.1	0.16	0.37	0.14	0.17	0.18	0.11	0.15	0.27	0.23	0.15	0.22	0.14	0.22	0.14	0.22	0.14
Does your prison officially (outside of the prison) promote working as corrections as a career?	0.1	0.21	0.11	0.23	0.27	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11
Do you need to seek out career counselling yourself, or is career counselling given to all employees?	0.1	0.11	0.11	0.23	0.27	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11
Do you have a career mentor or counselor you can visit, who is not your line manager?	0.1	0.11	0.11	0.23	0.27	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11
I feel I am given guidance on education opportunities to better understand the philosophy of corrections.	0.1	0.11	0.11	0.23	0.27	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11
I feel I am given guidance to training opportunities that help me do my job better.	0.1	0.11	0.11	0.23	0.27	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11

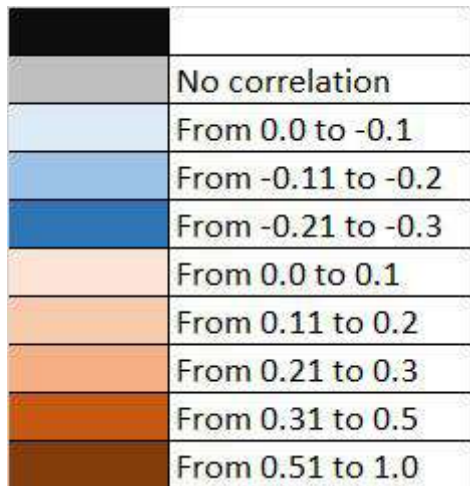


Figure 4: Spearman rank-order correlation map of all responses

To read this graph or 'heatmap', first find the question you would like to analyse in the horizontal list. Read horizontally across the correlations between responses to this question and the other questions, until you reach the black square (which indicates the same question on both the horizontal and vertical axis). In this column, continue reading the responses to the same question vertically down to the end of the map. Positive correlations (brown) indicate both values rise in unison, negative values (blue) indicate if one value rises, the other lowers. (Grey = insufficient data)

Breakdown by question

	Are you a correctional officer?	Are you a line manager to correctional officers?	How long have you been in your current position at the prison?	Has this been your only career?	Do you consider that your salary is enough to perform your duties?
Are you a correctional officer?		-0.29	-0.12		
Are you a line manager to correctional officers?	-0.294		0.1	0.13	0.29
How long have you been in your current position at the prison?	-0.12	0.1		0.29	
Has this been your only career?		0.13	0.29		
Do you consider that your salary is enough to perform your duties?		0.29			
Do you feel your organization provides you with enough motivation to keep you in your career?		0.12		0.07	0.25
Does your organisation have an annual job performance review?			0.31		
If you answered no, do you think staff would benefit from an annual performance evaluation?					
Are you/ are your prison staff receiving enough training to perform your duties effectively?		0.09	-0.09		0.14
To what extent do you think this training helps you stay in your job?	-0.11		0.1		
How much information is there in basic training that prison work is a career?					0.09
How much information is there on development of leadership skills?		0.08			0.1
When you go to work, do you consider this a job - Public mission?		-0.12			-0.09
Do you sometimes not tell people that you work in prison?	0.1	-0.09			
How receptive are managerial staff to learning and development?					0.14
Does your prison officially (outside of the prison) promote working in corrections as a career?		0.19	0.12		0.1
Do you need to seek out career counselling yourself, or is career counselling given to all employees?					
Do you have a career mentor or counsellor you can visit, who is not your line manager?		0.1	0.21		
I feel I am given guidance on education opportunities to better understand the philosophy of corrections		0.1			0.11
I feel I am given guidance to training opportunities that help me do my job better		0.1			0.18

Figure 5: Spearman rank-order correlation map questions 1-5

In this section, we will take this diagram 5 questions at a time.

	No correlation
	From 0.0 to -0.1
	From -0.11 to -0.2
	From -0.21 to -0.3
	From 0.0 to 0.1
	From 0.11 to 0.2
	From 0.21 to 0.3
	From 0.31 to 0.5
	From 0.51 to 1.0

Correlations between responses to questions 1-5

In these first five questions, we notice the following negative correlations:

- Correctional officers tended to have a negative correlation with the length of time in their position, compared to line managers. This meant that front line staff tended to have been in their roles for less time than their managers.
- Correctional officers tended not feel that training helps them to stay in their job. Their line managers were neutral on this point.
- There was a slightly stronger tendency for line managers to consider their role less of as a public mission, more as a career. Where any respondent considered their role as a career rather than a public mission, they were slightly more likely to feel underpaid.

And the following positive correlations:

- The more years respondents had spent in their roles, the more likely they were to have had (or know whether there was) an annual job performance review. Seasoned employees were also showed a slightly greater tendency to have a mentor or similar who was not their line manager.
- Adequate salary was an indicator for positive responses to 8 out of 15 other questions: Respondents who felt their salary was enough to perform their duties were more likely to feel too that their holidays (and other peripheral incentives) were sufficient, that they were receiving enough training to do their jobs effectively, that there is enough information in basic training that prison work is a career, that there is enough information on the development of leadership skills, that their managers are open to learning and development, that new jobs are promoted well outside their prison and that they are given guidance on educational opportunities to better understand corrections, and training opportunities to do their job better.
- Line managers were more likely to be happy with their salary than those correctional officers who responded.

For the question of salary, since there was more significant divergence between the respondent regions, we add specific country data for clarity.

Q.5: Do you consider that your salary is enough to perform your duties? Possible responses: No (blue)/ Yes (green)

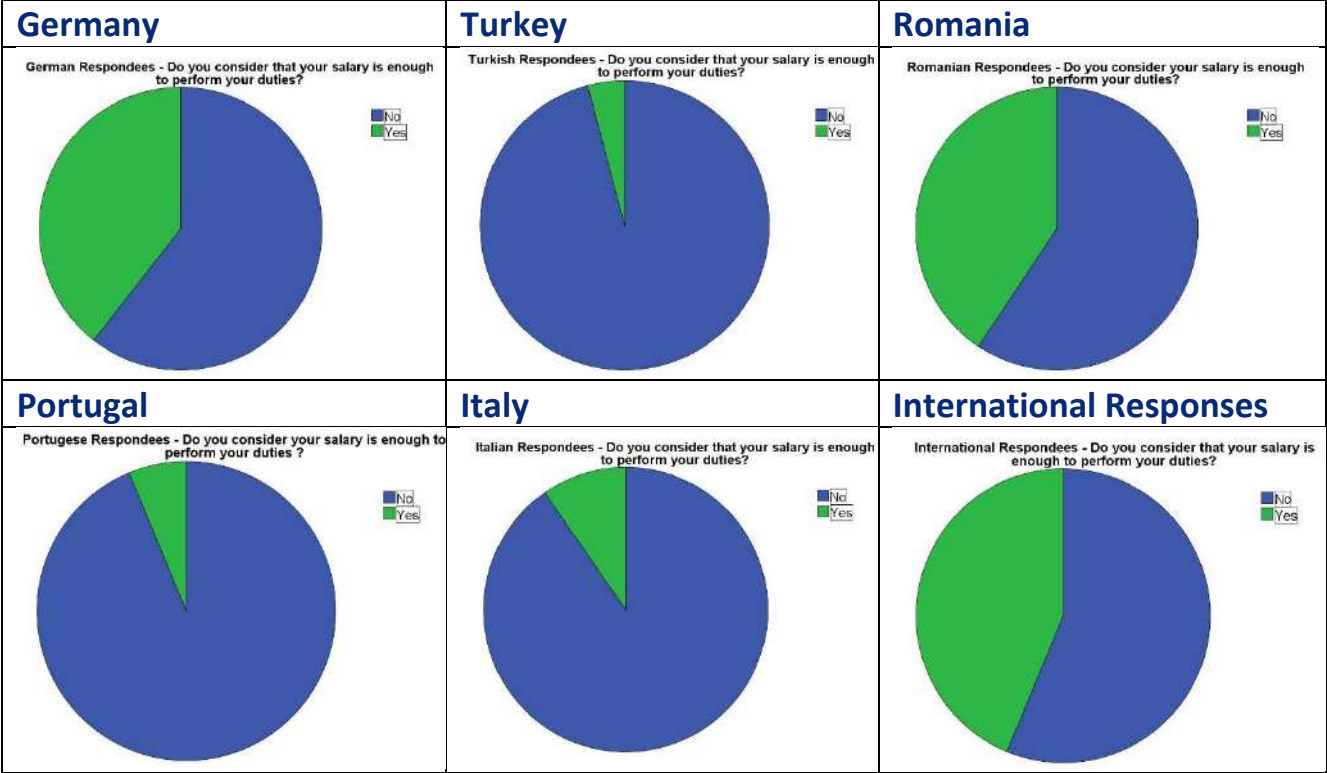


Figure 6: By-country responses to question of salary

Correlations between responses to questions 6-10

	Do you feel your organization provides you with enough motivation to keep you in your career?	Does your organisation have an annual job performance review?	If you answered no, do you think staff would benefit from an annual performance evaluation?	Are you/ are your prison staff receiving enough training to perform your duties effectively?	To what extent do you think this training helps you stay in your job?
Are you a correctional officer?					-0.11
Are you a line manager to correctional officers?	0.13			0.09	
How long have you been in your current position at the prison?		0.31		-0.09	0.1
Has this been your only career?	0.07				
Do you consider that your salary is enough to perform your duties?	0.25			0.14	
Do you feel your organization provides you with enough motivation to keep you in your career?			0.2	0.46	0.13
Does your organisation have an annual job performance review?					0.23
If you answered no, do you think staff would benefit from an annual performance evaluation?	0.2				0.17
Are you/ are your prison staff receiving enough training to perform your duties effectively?	0.46				0.26
To what extent do you think this training helps you stay in your job?	0.13	0.23	0.17	0.26	
How much information is there in basic training that prison work is a career?	0.31	0.12		0.46	0.28
How much information is there on development of leadership skills?	0.33	0.12		0.43	0.24
When you go to work, do you consider this a job - Public mission?		-0.1			
Do you sometimes not tell people that you work in prison?	-0.17			-0.12	
How receptive are managerial staff to learning and development?	0.44			0.3	
Does your prison officially (outside of the prison) promote working in corrections as a career?	0.16	0.27		0.14	
Do you need to seek out career counselling yourself, or is career counselling given to all employees?	0.12			0.1	
Do you have a career mentor or counsellor you can visit, who is not your line manager?		0.27			
I feel I am given guidance on education opportunities to better understand the philosophy of corrections	0.23			0.354	0.15
I feel I am given guidance to training opportunities that help me do my job better	0.32	0.1		0.36	0.16

Figure 7: Spearman rank-order correlation map questions 6-10

In questions 6-10, we notice the following correlations:

- In question 6 we see the strongest positive correlations to any question: if a respondent felt that their organisation provided them with enough motivation (such as good holidays/ parental leave / training etc.) to keep them in their career, they were also more likely to respond (in order of strength of positive correlation) that they were receiving enough training to do their jobs effectively, to think staff would benefit from an annual performance evaluation, to have been well informed in basic training that prison work is a career, to have had information on development of leadership skills, to feel their management were receptive to learning and development, to feel they were given guidance to training opportunities that help them do their job better, to feel they have opportunities to better understand correction, that their prison promotes corrections as a career outside the prison and that career counselling is given to all employees. Finally, there was also a weak positive correlation between this sufficient motivation, and the extent to which they felt training helps them stay in their jobs.

-
- We see the second strongest set of positive correlations in question 9, so that if the respondent felt they were receiving enough training to perform their duties effectively, they also responded positively on being well informed during basic training that prison work is a career, that there was enough information about developing leadership skills, that managerial staff remain open to learning and development and that guidance is given on both opportunities to better understand corrections, and to training to help them do their job better. Finally, once again, there was also a weaker but positive correlation between feeling they get enough training, and the extent to which they felt this training helps them stay in their jobs.
 - Overall, if the respondent felt positively, that the training they receive helps them to stay in their job, they also responded positively to 8 out of the 15 questions. Other responses were predominately neutral.

For this set of questions we would like to highlight individual country responses to question 9:

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

Most countries responded on a Likert scale of 5, where 1 (blue) is not enough, 2 (green) is not quite enough, 3 (beige) is neutral, 4 (purple) is just about enough, and 5 (yellow) is yes, enough. However, Romania adapted this to a yes (green)/no (blue) question.

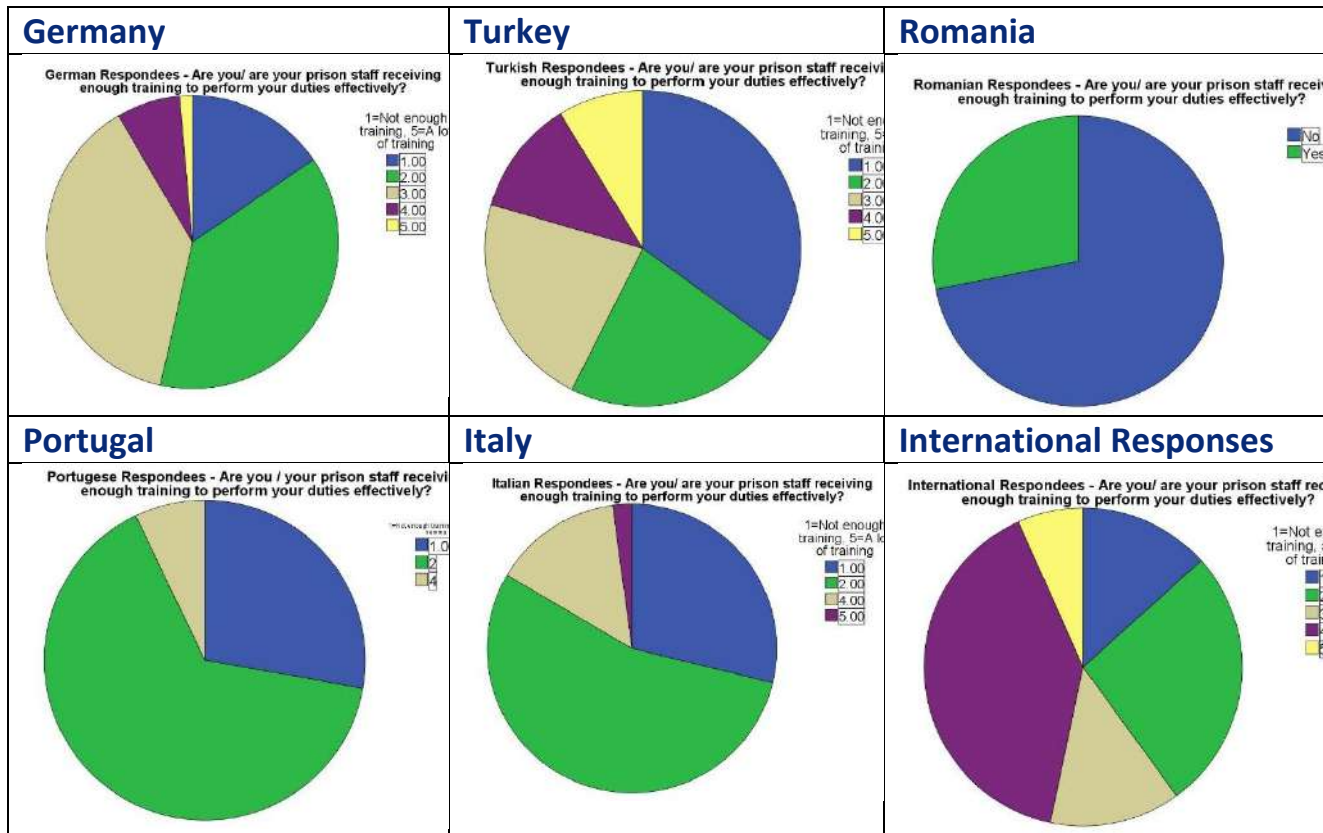


Figure 8: By-country responses to whether staff had enough training

Correlation between responses to questions 11-15

	How much information is there in basic training that prison work is a career?	How much information is there on development of leadership skills?	When you go to work, do you consider this a job - Public mission?	Do you sometimes not tell people that you work in prison?	How receptive are managerial staff to learning and development?
Are you a correctional officer?				0.1	
Are you a line manager to correctional officers?		0.08	-0.12	-0.09	
How long have you been in your current position at the prison?					
Has this been your only career?					
Do you consider that your salary is enough to perform your duties?	0.09	0.1	-0.09		-0.14
Do you feel your organization provides you with enough motivation to keep you in your career?	0.31	0.33		-0.17	0.44
Does your organisation have an annual job performance review?	0.12	0.12	-0.1		
If you answered no, do you think staff would benefit from an annual performance evaluation?					
Are you/ are your prison staff receiving enough training to perform your duties effectively?	0.46	0.43		-0.12	0.3
To what extent do you think this training helps you stay in your job?	0.28	0.24			
How much information is there in basic training that prison work is a career?		0.8		-0.1	0.14
How much information is there on development of leadership skills?	0.8			-0.12	0.19
When you go to work, do you consider this a job - Public mission?					
Do you sometimes not tell people that you work in prison?	-0.1	-0.12			-0.15
How receptive are managerial staff to learning and development?	0.14	0.19		-0.15	
Does your prison officially (outside of the prison) promote working in corrections as a career?	0.17	0.18	-0.11	-0.15	0.27
Do you need to seek out career counselling yourself, or is career counselling given to all employees?		0.09		-0.12	0.23
Do you have a career mentor or counsellor you can visit, who is not your line manager?	0.11	0.11			
I feel I am given guidance on education opportunities to better understand the philosophy of corrections	0.3	0.27		-0.11	0.17
I feel I am given guidance to training opportunities that help me do my job better	0.29	0.31		-0.14	0.22

Figure 9: Spearman rank-order correlation map questions 11-15

	No correlation
	From 0.0 to -0.1
	From -0.11 to -0.2
	From -0.21 to -0.3
	From 0.0 to 0.1
	From 0.11 to 0.2
	From 0.21 to 0.3
	From 0.31 to 0.5
	From 0.51 to 1.0

- There are two strong (0.8 Spearman rank order correlation) positive correlations in the map. Here we see the first, that when respondents felt there was enough information in basic training that prison work is a career,

they were also more likely to have been given information on development of leadership skills.

- Also noteworthy are those negative correlations between respondents who tended not to tell people that they work in prison, and other questions. From the first question, we can see that there is more of a reluctance from prison officers be open about their job, rather than their line managers. As we progress along the responses, we can see that the same respondents also tended to think there was not enough information in basic training that prison work is a career, nor general training on developing leadership skills. These respondents tended to think that management was not receptive to learning and development, that their prison did not promote working in corrections as a career outside the prison, and feel they were not given guidance on educational opportunities to understand corrections, not to training opportunities to help them do their job better.

Correlations between responses to questions 16-20

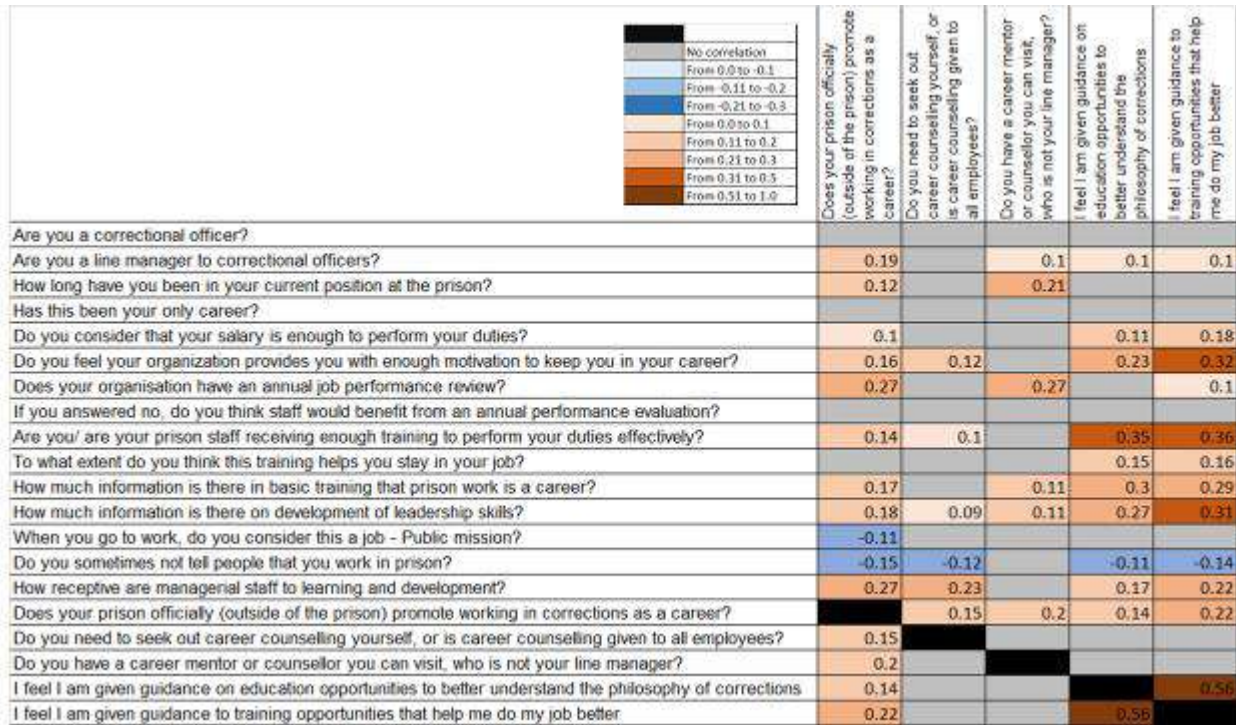


Figure 10: Spearman rank order correlation map questions 16-20

Many of these points have been discussed already in previous remarks, however, noteworthy are the following two observations:

- Where a respondent identified a prison as being officially open to 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 understand corrections and feel guided towards opportunities which help them do their job better. A prison which did not advertise openly tended to have staff who were also reluctant to tell people they worked in prison.
- Finally, the second strong correlation in the heatmap is to the final pair of questions: where respondents were given guidance to training opportunities that help them do their job better, they were very likely to feel they had more opportunity to better understand the philosophy of corrections. We have already seen that respondents who did not feel guided to training and an understanding of rehabilitation were also more likely to feel stigmatised in this valuable public service role.

Conclusions

What does this survey of prison officers' career needs say about how detention & rehabilitation policies align with those of recruitment & retention?

- **Choose the most effective points for career development**, e.g. during basic CO training, at annual review, during potential promotion: 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. If managers are open to learning and development the annual review is an effective tool to inform and motivate staff. Staff with career mentors tended to look at training and learning more positively, yet newly recruited staff tended not to have mentors at all.
- **Think holistically**: Pride in public service role, management open to training and wider community recruitment often came hand-in-hand. Around half of the European prison and correctional officers we surveyed felt reluctant to tell people where they worked, some because this might pose a threat to their families, others because of lack of pride in their jobs in the prison system. Where people had supportive management and plenty of information, they did not tend to feel this stigma. We need more research to better understand the impact of learning prisons on the stigma of a prison officer's role.
- **Motivate officer training uptake**: Irrespective of the type of training, simply feeling valued and guided towards professional development furthers understanding of rehabilitation and (re)inclusion needs and makes COs positive ambassadors, both inside and outside the prison.
- **Good salary and holidays improve training take up**: front line officers – as opposed to their managers – felt they were not paid enough, negatively influencing a range of key factors, of which uptake of training, understanding of corrections and guidance to training are most aligned to more consistent implementation of modern prisoner rehabilitation strategies.

Annex 1 : Survey and Instructions

Final questions and instructions for WP2 survey directed from CCJ4C Corrections Careers to prisons/ prison partners

Why has this activity been devised?

This activity was not foreseen in the workplan, and has been introduced as a digital replacement for us to engage with stakeholders in prison prior to inviting them to a stakeholder meeting.

Who is it aimed at?

As this is a supplementary activity, and given that prisons are currently under immense pressure due to continued pandemic lockdowns, we decided that partners should choose their target demographic. If it is possible, the questions should address CCJ4C's primary target audience of prison/ correctional officers, but where organisations have no contact to prisons this might not be feasible, so questions should be addressed to line managers to answer on behalf of both themselves and the officers. Hence in this draft of the questionnaire there will be two versions of each question.

How will it be delivered?

The questionnaire will be delivered via Google forms, which offers the option to translate and to download a PDF version, if the online forms are difficult to access from inside of prison.

When will it be implemented?

The activity began in July 2020 and bridges the gap to the now postponed stakeholder meetings, which will take place after the partnership has undergone training, at the end of October 2020. Partners collaboratively drafted questions during a Zoom session on 24.07.2020, these were then revised via Teamwork and uploaded to google forms. The questionnaire will then go live from mid-August and remain online until mid-September.

What will happen to the results?

The results will be collated, and – whilst they might not be answered by comparable respondents – will usefully inform the discussion during the partner training session in Bremen, Oct. 2020, helping the partnership to devise common, top line research questions. Once the top line question have been devised, the questionnaire responses will continue to inform each organisations' tailored approach during the workshops. A proposed excel spreadsheet has been included in this pack, for partners to complete so that we have a centralized record of responses.

Introductory remarks:

Corrections Careers is a European Union funded project, looking at how we can improve the career guidance given to front line prison officers. The project is taking place with prisons in six European member states. We will ask prison officers, their managers, their families and decision makers what we could do to better support their careers in prison. Our first activity is this questionnaire, aimed to help us to understand basic needs. We will review your responses, then invite you to a stakeholder workshop in November to take a deeper look at the opportunities and the challenges.

We would appreciate your taking the time to complete the following survey.

It should take about 15 minutes of your time.

Your responses are voluntary and will be confidential. Responses will not be identified by individual and you must NOT give your name. All responses from across the European Union will be compiled together and analysed. We do not see any risks or negative outcomes associated with you taking part in this survey. If you have any questions or concerns, please contact **YOUR NAME AND TELEPHONE NUMBER:**

YOUR ORGANISATION'S NAME AND ADDRESS

Your organisation's logo, Corrections Careers logo and Erasmus+logo

PAGE 2 CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I voluntarily agree to take part in this study.

Yes (Please proceed to the next page)

No (Please stop here)

PAGE 3 ABOUT YOU:

Question	Question type
Are you a correctional officer?	Yes/ no
A line manager to correctional officers?	Yes/ no
How long have you been in your current position at the prison?	0-2 years, 2-5 years, 5-10 years, 10-15 years, 15+ years
Has this been your only career?	Yes/ no

PAGE 4
ABOUT YOUR WORKING CONDITIONS

Question	Question type
Do you consider that your salary is enough to perform your duties?	Yes/ no
Do you feel your organization provides you with enough motivation (good holidays, good training) to keep you in your career?	No training Lots of training
Does your organization already have an annual job performance evaluation?	Yes/ no
If you answered no, do you think staff would benefit from an annual performance evaluation?	Yes/no Why?/ Why not?
What do you think are the reasons why prison officers quit their jobs in prison?	<i>Multiple choice:</i> Low salary; not enough holidays; shift work; lack of career prospects; lack of training; other (free text)
What do you think are three biggest risk factors in your/ the prison staff's daily duties?	<i>3 box free text</i>

PAGE 5
ABOUT YOUR JOB AND YOUR TRAINING

Questions	Question type
Are you/ are your prison staff receiving enough training to perform your duties effectively?	No, not enough Yes, a lot
To what extent do you think this training helps you stay in your job?	No, it doesn't help Yes, it helps a lot
How much information is there in basic training that prison is a career?	No information A lot of information
How much information is there present in leadership development that corrections is a career?	No information A lot of information
When you go to work, do you consider this a...	Job? Career? Public mission? Other?
Do you sometimes not tell people that you work in prison?	Yes/ no Why? (free text)

PAGE 6
ABOUT YOUR DEVELOPMENT AND COUNSELLING

Questions	Question type
How receptive are managerial staff to learning and development?	Not at all receptive Very receptive
Does your prison officially (outside of the prison) promote working in corrections as a career?	Yes/no
Do you need to seek out career counselling yourself, or is career counselling given to all employees systematically?	Seek out career info myself Career info is given to all employees

What kind of career counselling is available to you?	<i>Multiple choice</i> Paper handouts Counselling from line leader Counselling from outside the prison Online career counselling Other (<i>free text</i>)
Do you have a career mentor or counsellor you can visit, someone who is not your direct line manager?	Yes/ no
Which is true for you: I feel I am given guidance to education opportunities to better understand the philosophy of corrections? I feel I am given guidance to training opportunities that help me do my job better?	<i>Tick box true/ false</i>

THANK YOU AND STAY IN TOUCH

Thank you for your response. If you would like to stay in touch with the Corrections Careers project, and join our forthcoming online platform, please tick here to go on our mailing list:

Enter email address:

I agree to go on the Corrections Careers mailing list (opt in), I understand I can unsubscribe at any time.



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