



CORRECTIONS
CAREERS

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

REPORT

Workshop “CARTOGRAFIEREA FACTORILOR DE INFLUENȚĂ ȘI INCERTITUDINILOR REFERITOARE LA COMPETENȚELE DE MANAGEMENT AL CARIEREI ÎN DOMENIUL JUSTIȚIEI CORECȚIONALE”

(“3rd stakeholder checkpoint for Driver Mapping and Axes of Uncertainties in career management competencies within CCJ”)



PENITENCIARUL TIMIȘOARA

23.06.2021



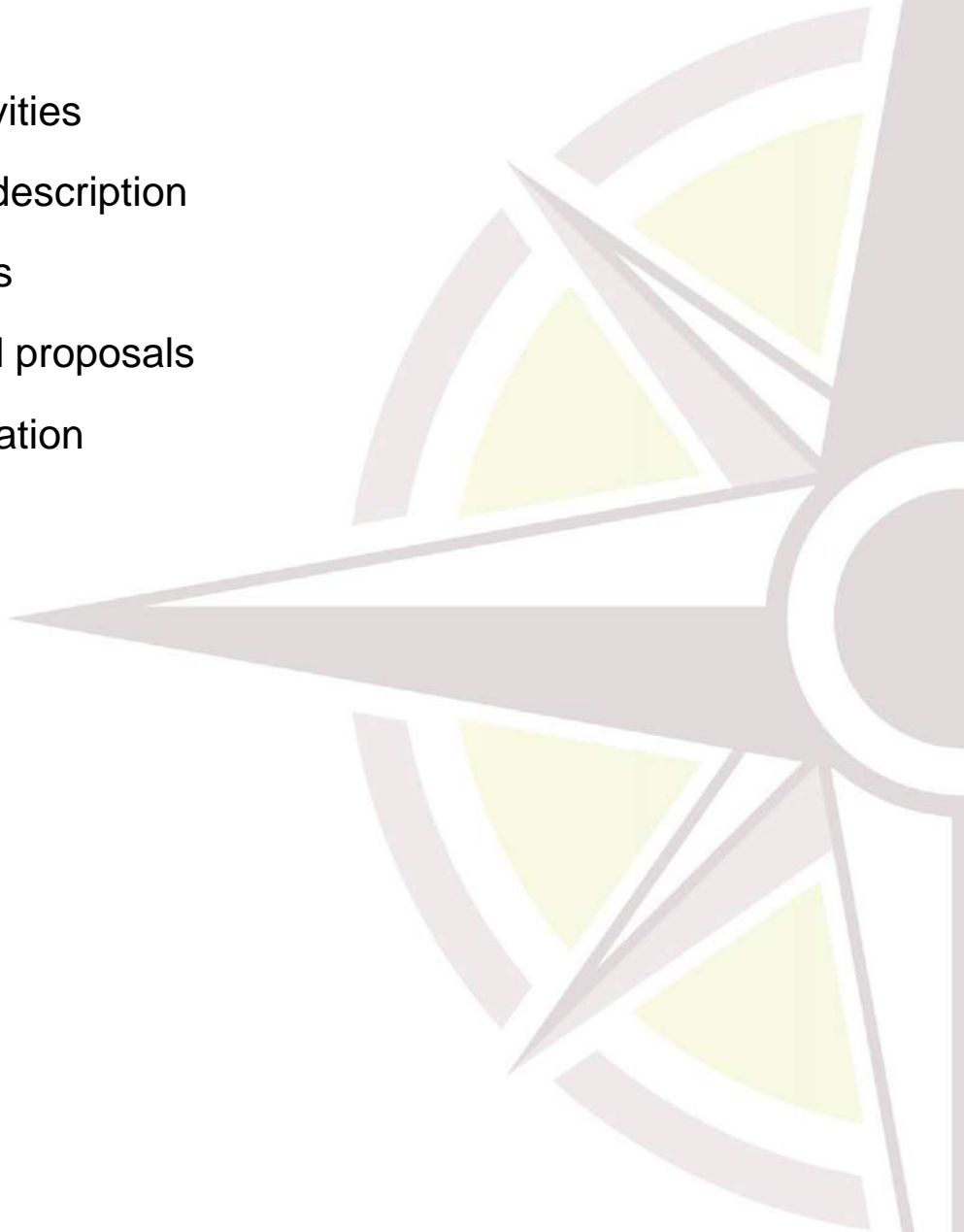
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3. Main discussions
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1. Preparation activities

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 “CARTOGRAFIEREA FACTORILOR DE INFLUENȚĂ ȘI INCERTITUDINILOR REFERITOARE LA COMPETENȚELE DE MANAGEMENT AL CARIEREI ÎN DOMENIUL JUSTIȚIEI CORECȚIONALE” planned in 23 June 2021.

Because the workshop was planned in online format and the time was more limited, also communication “different” then in case of face-to-face meeting, to the interested respondents was sent before the preliminary questionnaire prepared by Timisoara project team. Taking into consideration these aspects and for improving the workshop’s results it was recommended to the participants to respond on questionnaire until 22.06.2021. All participants had the opportunity to send their answers by email. In this way the participants had more time to analyze, reflect and answer to the workshop questions.

Project team analyzed the results of this preliminary questionnaire and the results was included in this report.

2. Workshop brief description

Timisoara Prison organized the “third stakeholder’s check-point” with 28 experts, the Workshop “CARTOGRAFIEREA FACTORILOR DE INFLUENȚĂ ȘI INCERTITUDINILOR REFERITOARE LA COMPETENȚELE DE MANAGEMENT AL CARIEREI ÎN DOMENIUL JUSTIȚIEI CORECȚIONALE” (Driver Mapping and Axes of Uncertainties in career management competencies within CCJ”) in 23.06.2021 at 10 AM.

Taking into consideration the pandemic COVID 19 context the workshop was organized in online format using ZOOM platform:

<https://us02web.zoom.us/j/89807761495?pwd=aHVBVUFGSItTTHhzR0l5ZDBwY0x4dz09>





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Meeting ID: 898 0776 1495

Passcode: 970389

The objective of the workshop was to identify through Driver Mapping and Axes of Uncertainty the factors and uncertainties that influence the career management.

The workshop was focused on developing, testing and establishing the working methodologies needed to improve the career guidance process in criminal justice, with an emphasis on the skills needed to manage own career.

The workshop was attended by 28 representatives of:

- Timisoara Prison
- National Union of Prison Police
- Romanian National Administration of Prison
- Educative Center Buzias
- Arad Prison
- Oradea Prison
- International Police Association-region 6
- Romanian Centre for Penitentiary Studies - West University Timisoara
- Evaluator expert
- Career Counseling and Guidance Center – West University Timisoara
- Baia Mare Prison
- National School for the Training of Penitentiary Agents – Tg. Ocna
- Bucuresti Jilava Prison
- County Agency for Employment Timis



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3. Main discussions

The welcome speech of the workshop was delivered by Mrs. Cristina Busuioc from Timisoara Prison. After this moment all participants has opportunity to present themselves.

Mrs. Bogdan Ionuț Nicolescu presented a Power Point document about the Project “European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice System”. He delivered information about partnership, project objectives and activities.

The next presentation was about Driver Mapping and Axes of Uncertainty techniques presented by Valentin Dorin Zaharia. He explained the technique strategy and the context of the workshop as third “stakeholder’s check-point”. Valentin underline the goal of this workshop is to develop, test and establish working methodologies to improve the career guidance process in criminal justice, with an emphasis on the skills needed to manage own career.

As introduction on discussion step of the meeting, Mrs. Cristina Busuioc, presented a table pattern for the first technique used in the meeting, the Driver Mapping technique. The “Driver Mapping” technique refers to a PESTLE analyze, through which the participants can identify the political, economic, social and technological factors that influence the career management competences.

The discussion was started by Mr. Adrian Neagoe, he highlighted that the politic factors are very important for career management competencies development, and he also nominalized some politic factors.

Mr. Alexandru Ionuț Lupașcu by Romanian National Administration for Prisons also added some politic factors that influence the career management.

The next step of the discussion was about the economic factors. Mr. Marius Bogdan Cojocar by Romanian National Administration for Prisons highlighted that is very important to have enough financial founds to do career management, to buy new “ informatic tool” for a better management of careers.

The social factors were identified by Mrs. Carmen Preda, together with Bianca Prisacă and George Alexandru Bunescu.

Mr. Adrian Neagoe specified that the technologic factors are also important and can influence the career management evolution.

Mr. Marius Bogdan Cojocar and Mrs. Bianca Drămnescu supported the importance of technologic factors.





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At the end of the technique, the participants selected the factors that are important and that are having a high level of uncertainty.

The two identified factors were:

- legislation in the field of education and training specific to employees from the correctional system
- non-existence of a budget approved in due time, or a sufficient budget for carrying out the staff training activities.

The next stage of the event was the discussions and the exercise about “Axes of Uncertainties” technique.

Mrs. Cristina Busuioc moderated discussion using a template of axes.

Mr. Adrian Neagoie suggested some useful ideas for filling the axes template.

Mrs. Carmen Preda specified important ideas that might be considered.

Because the participants didn't have more opinions, Mrs. Cristina Busuioc continued with the next activity. She suggested to add on the comment area, from the online platform, some career management competence useful for self-management of own career.

In conclusion, Mrs. Cristina Busuioc thanked for the participation and involvement in the project and invited them to answer the evaluation questionnaire of the workshop.

4. Conclusions and proposals

After meeting when the project team captured ideas from workshop discussions and received by email the participants' answers to the **preliminary questionnaires**, the outcomes were centralized and are presented in next table:

| Guided Question | Outcomes of this discussion and according with written answers of participants sent by email |
|---|---|
| <i>Which are the factors that influence the career management competencies of the correctional staff?</i> | <i>It is a multitude of internal and external factors that can influence the correctional staff career management competencies. It is very important to analyze that factors and to know how to response to them.</i> |
| <i>How many type of factors can influence the career management competencies?</i> | <i>There are five types of factors: political, economic, social, technological, legal, and environmental.</i> |





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| | |
|--|--|
| <p>According your point of view, which political factors can influence the career management competencies?</p> | <p>The political factors that are influencing the career management competencies are:</p> <ul style="list-style-type: none"> - normative acts issued; -modification of the admission/ salary/ promotion conditions; - the difference between the governing plans of the different parties; - appointments on political grounds; - existence of a politically influenced methodology; - the existence of appropriate strategies for the needs of the correctional staff and the provision of the necessary resources; -European strategy in the correctional field. |
| <p>According your point of view, which economic factors can influence the career management competencies?</p> | <p>The economic factors that are influencing the career management competencies are:</p> <ul style="list-style-type: none"> - providing sufficient resources for professional training; - necessary endowments / equipment; - slow and complex bureaucracy; - existence of an appropriate reward system; |
| <p>According your point of view, which social factors can influence the career management competencies?</p> | <p>The social factors that are influencing the career management competencies are:</p> <ul style="list-style-type: none"> - the image of the employees from the penitentiary system; -attractiveness of the profession; - the deficient balance between family life and work; -existence of family-work conflict; -existence of stereotypes; -stigmatization of employees in the penitentiary system; |
| <p>According your point of view, which technological factors can influence the career management competencies?</p> | <p>The technological factors that are influencing the career management competencies are:</p> <ul style="list-style-type: none"> -improving work by using modern technologies; -use of online listening systems (by video conference) for presentation to the courts; - imply the additional need for staff training, at the level of digital skills; - the appearance of new instruments (modern technologies that can be used in the penitentiary) -use of Cloud technology. |
| <p>According your point of view, which legislative factors can influence the career management competencies?</p> | <p>The legislative factors that are influencing the career management competencies are:</p> <ul style="list-style-type: none"> -frequent legislative changes; -the need for permanent training in order to keep up with the legislation in the field; -lack of legislation necessary for the career of staff in the correctional field, many changes; - the necessary requirements to be able to participate in competitions for filling certain positions, positions (the way of occupying the positions related to the level of the requirements on the labor market). |
| <p>According your point of view, which environmental factors can influence the career management competencies?</p> | <p>The environmental factors that are influencing the career management competencies are:</p> <ul style="list-style-type: none"> -existence of stress; -lack of motivation; -existence of personal factors that influence our motivation, attitude at work. |
| <p>From the identified factors on which action must be taken immediately?</p> | <ul style="list-style-type: none"> - creating a career guide and increasing the level of funding and improving infrastructure; - complex and slow bureaucracy; |





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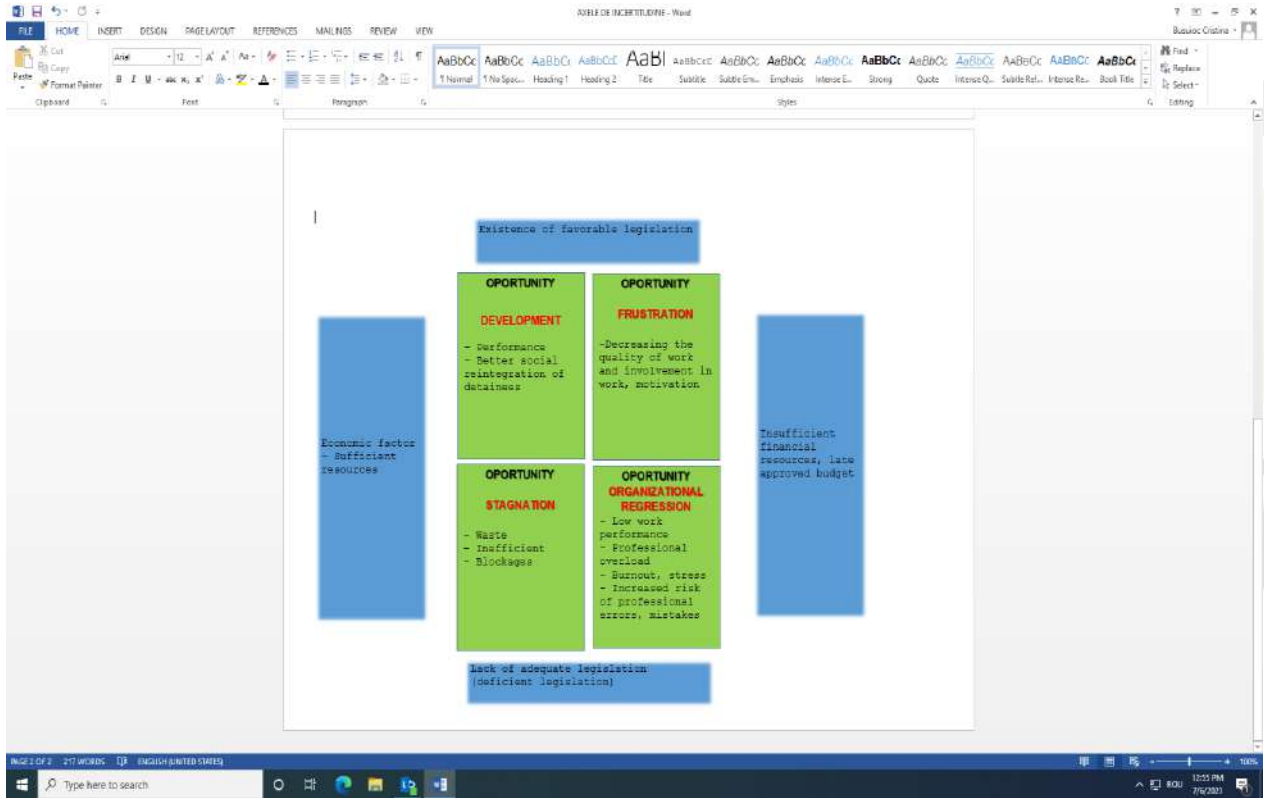
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| | <ul style="list-style-type: none"> - the strictly formal nature of the training; - lack of funds; - technological factors; - attitude towards work; - disposable income. |
| On which factors the evolution in time must be followed? | <ul style="list-style-type: none"> - increasing the level of funding; - increasing the salary level of employees; - design and implementation of a career guide and monitoring its implementation over a period of time in order to achieve the proposed organizational objectives and apply the necessary corrections; - legislation; - political factors. |
| From the identified factors which are important but with a high degree of uncertainty? | <p>The important factors but with a high level of uncertainty are:</p> <ul style="list-style-type: none"> -legislation in the field of education and training specific to employees in the penitentiary system; -non-existence of a budget approved in due time, or a sufficient budget for carrying out the education and training activities of the staff. |
| Which skills do you consider that are important for career management? | <p>Skills required for managing own career:</p> <ul style="list-style-type: none"> - knowledge of the professional environment; - continuous training; - knowing the possibilities of career evolution; - personal efficiency; - the trend of continuous learning; - assessing the dimensions of personality, professional interests; - achieving a compatibility between the type of personality and the occupational environment in which he can work; - develop a career plan using SMART goals, both for the inmate and for himself; - development of a set of self-help skills, so that the process started within the counselling has continuity after its completion; - communication skills and ease of adapting to the "new"; - self-knowledge, continuous professional training; - ability to self-evaluate; - planning; - organization; - ability to analyze and synthesize; - efficient management of time and resources; - development of skills and competences for detainees but also for penitentiary staff, such as stress management, anger management, assertive communication, active listening, conflict management, non-formal cohesion activities of penitentiary teams; - learning planning; - self-assessment; - emotion management; - critical thinking; - emotional intelligence; - knowledge of a foreign language; - PC operating knowledge; - stress management; - ability to communicate; - competences in negotiating conflicts, especially in situations of risk that may arise in interaction with convicted persons. |





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The **conclusions** after using the Axes of Uncertainty technique with participants was:



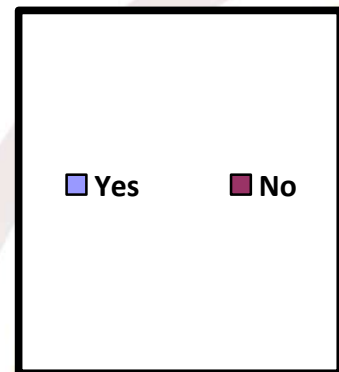
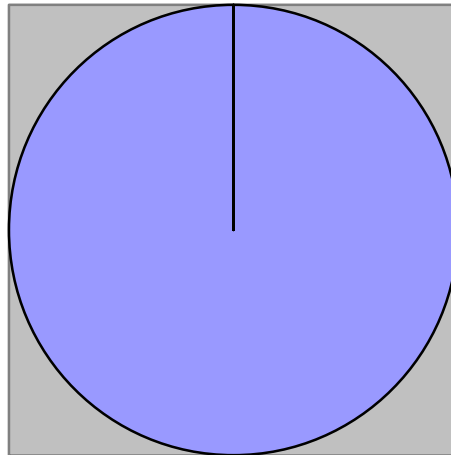
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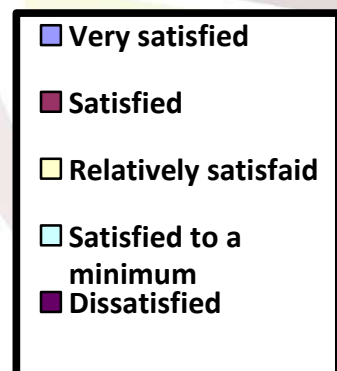
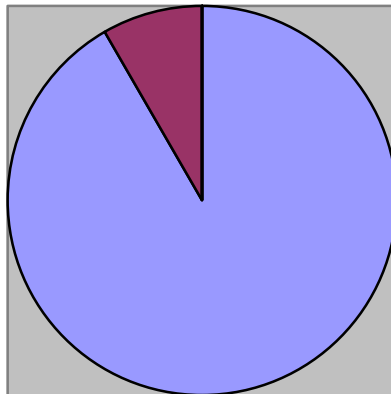


5. Workshop evaluation

1. Do you consider that the activity has achieved its objectives?



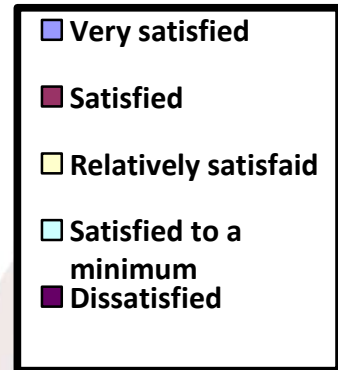
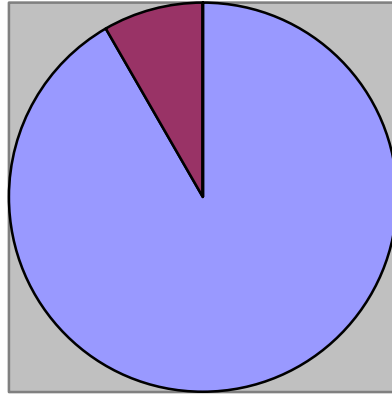
2. Are you satisfied with the quality of the presentations at the event?



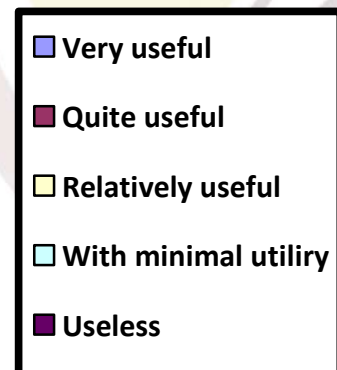
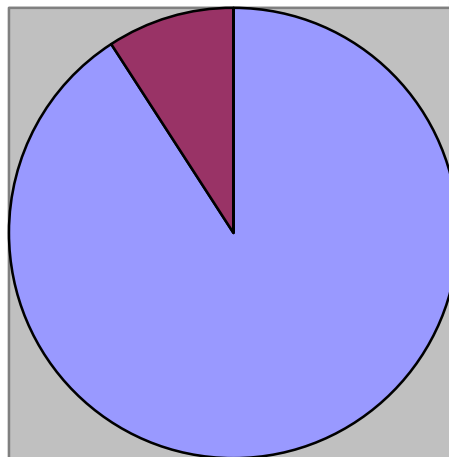


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3. How do you appreciate the interaction and communication during the event?



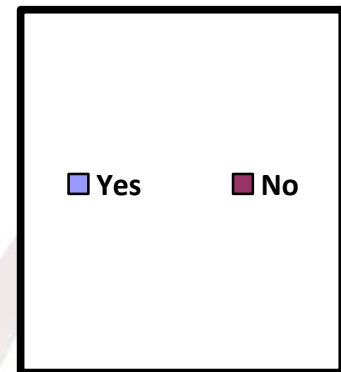
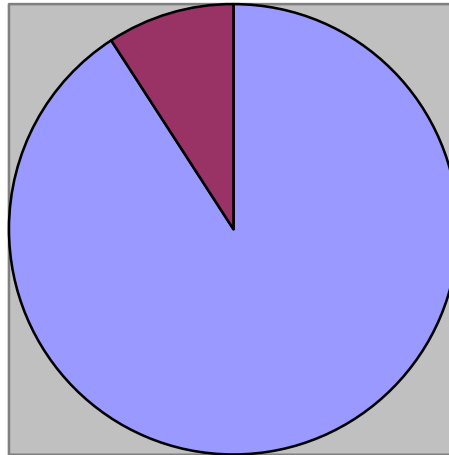
4. How useful were the discussions related to the factors that influence the career management of the prison staff?



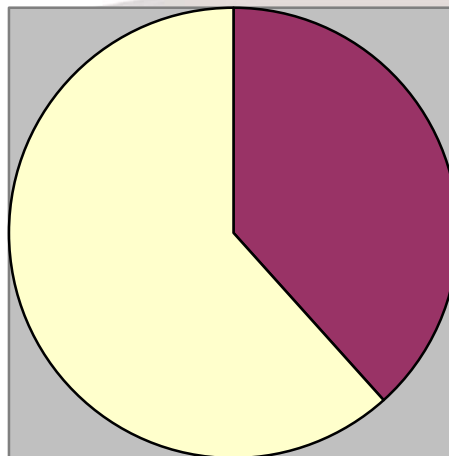


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5. Do you want to collaborate to continue with the Timișoara Penitentiary within this project?



6. What level of impact do you consider the project to have on the institution / organization you represent?



7. What you consider to be important for your institution / organization considering the activities and expected results of the project?

- supporting staff competencies
- launching in the virtual space an interactive learning platform for specialists in the field
- publishing a manual that meets all the aspects necessary for the development of the career in the correctional field in Romania





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- understanding and awareness of the factors that directly influence the institutional activities and identification of possible remedial solutions
- the correct classification of the factors that influence the management competencies
- information activity regarding the practices in the penitentiary environment
- improving the organizational climate

6. Communication

The workshop communication was in Romanian language.

During the event, the members from Timisoara Prison project team Mr. Bogdan Ionuț Nicolescu and Mr. Valentin Dorin Zaharia presented the next two Power Point materials:

1. Project presentation

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

Orientări europene privind consilierea în carieră pentru personalul care lucrează în sistemul de justiție corecțională penală

Workshop - Cartografierea factorilor de influență și incertitudinilor referitoare la competențele de management al carierei în domeniul justiției corecționale

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Parteneri:

1. Penitenciarul Timișoara - ROMÂNIA
2. Senator für Justiz und Verfassung Freie Hansestadt 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
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Descriere:

În proiectul nostru CCJ4 analizăm evoluțiile realizate în orientarea în carieră a personalului corecțional, 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.



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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



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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 și văzând că proiectul dă rezultate. Sunt prevăzute cinci întâlniri transnaționale de proiect.



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Pachetul de lucru nr.2 - Analiza politicilor privind la 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 structurat).



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Pachetul de lucru nr.3 - Analiza părților interesate privind la 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 dinamică 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.



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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 academiile 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 țintește;
- revizuirea resurselor de informații despre carieră ale organizației pentru a determina ce competențe de gestionare a carierei sunt acoperite.



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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.



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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.



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2. Workshop Presentation



CORRECTIONS
CAREERS

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

Orientări europene privind consilierea în carieră pentru personalul care
lucrează în sistemul de justiție corecțională penală

Workshop - Cartografierea factorilor de influență și incertitudinilor referitoare la
competențele de management al carierei în domeniul justiției corecționale



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Scopul workshopului

Obiectivul workshopului este analizarea modului în care sunt construite și utilizate competențele de management al carierei, nevoile viitoare și factori care declanșează schimbarea și incertitudinile semnificative prin intermediul celor două tehnici:

1. Tehnica Driver Mapping;
2. Tehnica Axes of Uncertainty.



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Tehnica Driver Mapping

Prin intermediul tehnicii Driver Mapping se realizează cartografierea factorilor, ce are ca scop identificarea factorilor politici, economici, sociali, tehnologici, legislativi și de mediu (PESTLE) care modelează viitorul pe termen mediu al managementului carierei în domeniul corecțional și competențelor necesare pentru a face față acestor factori.



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Tehnica Driver Mapping – Analiza PESTLE

Factorii PESTLE sunt factori care există și determină cerința schimbării într-o organizație.

Instrumentul PESTLE se concentrează pe analiza factorilor externi și a impactului acestora asupra organizației.

Având în vedere că o organizație există într-un mediu micro și macroeconomic, analiza PESTLE ajută organizația să vadă unde se situează la nivelul acestor medii și să identifice amenințările și oportunitățile, respectiv să minimizeze sau să maximizeze impactul acestora asupra organizației

Eșecul identificării factorilor determinanți ai schimbării poate fi dezastruos pentru o organizație.



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Tehnica Driver Mapping

Rezultatul acestei prime metode va fi o listă ce cuprinde:

- ❖ factori asupra cărora trebuie acționat imediat;
- ❖ factori a căror evoluție trebuie urmărită în timp;
- ❖ factori importanți dar care au un grad ridicat de incertitudine.



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Tehnica Axes of Uncertainty

După cartografierea factorilor vom trece la definirea axelor de incertitudine prin intermediul tehnicii "Axes of Uncertainty".

Definirea axelor se face folosind incertitudini critice, adică factori care sunt mai importanți pentru domeniul politic, dar care au un rezultat incert.

Această tehnică este descrisă ca fiind o tehnică de aliniere a punctelor de vedere divergente asupra modului în care se poate desfășura viitorul.



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Tehnica Axes of Uncertainty

Metoda generează până la patru scenarii contrastante relevante pentru o anumită zonă de interes prin plasarea a doi factori care influențează viitorul problemei studiate pe două axe care se încrucișează pentru a forma patru cadrane.

Se presupune că această tehnică constituie un cadru în care diferite părți interesate împărtășesc opinii, încurajează acțiunea convergentă între părți, în ciuda datelor diverse și adesea conflictuale cu care se confruntă ei.

Factorii aleși pentru axe ar trebui să fie cu "impact și incertitudine ridicată". Alegerea asigură diferențierea parametrilor celor patru spații. Spațiile obținute pot fi apoi transformate în scenarii, reflectând influența evenimentelor, tendințelor și factorilor determinanți ai schimbării identificați anterior.



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3. Driver mapping technique performing, moderated by Ms.Cristina Busuioc



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Tehnica Driver Mapping

| Ce factori influențează competențele de management al carierei ale personalului din penitenciar? | | | | |
|--|---|--|---|--|
| Categorie factori | Factori care influențează | Factori asupra cărora trebuie acționat | Factori a căror evoluție trebuie urmărită în timp | Factori importanți dar cu un grad ridicat de incertitudine |
| Politici | <ul style="list-style-type: none"> - actele normative emise - modificarea condițiilor de admitere/ salarizare/ avansare - diferența dintre planurile de guvernare ale diferitelor partide - „numiri” pe criterii politice - existența unei metodologii influențate politic - existența strategiilor corespunzătoare pentru nevoile personalului corecțional și punerea la | | | <ul style="list-style-type: none"> -Legislația din domeniul educației și formării specifice angajaților din sistemul penitenciar - Inexistența unui buget aprobat în timp util, a unui buget suficient pentru realizarea activităților de educație și formare a personalului |



| | | | | |
|------------------|---|--|--|--|
| | <ul style="list-style-type: none"> -dispoziție a resurselor necesare -strategia europeană în domeniul corecțional | | | |
| Economici | <ul style="list-style-type: none"> - furnizarea resurselor suficiente pentru realizarea formării profesionale raportată la situația din sistemul penitenciar - dotările / echipamentele necesare - birocrația „lentă” și complexă - existența unui sistem de recompensare corespunzător | | | |
| Sociali | <ul style="list-style-type: none"> - imaginea salariaților din sistemul penitenciar - atractivitatea profesiei - echilibrul deficitar între viața de familie și locul de muncă - existența conflictului familie-munca - existența stereotipurilor - stigmatizarea angajaților din | | | |





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| | | | | |
|--------------------|--|--|--|--|
| | <p>sistemul penitenciar</p> <p>TECHNOLOGICI</p> <ul style="list-style-type: none">- îmbunătățirea muncii prin utilizarea tehnologiilor moderne- folosirea sistemelor de audiere online (prin videoconferință) pentru prezentarea la instanțele judiciare- presupun nevoia suplimentară de formare a personalului, la nivelul de competențe digitale- apariția instrumentelor noi (tehnologii moderne ce pot fi utilizate în penitenciar), utilizarea tehnologiei Cloud | | | |
| Legislativi | <ul style="list-style-type: none">- schimbările legislative frecvente- necesitatea instruirii permanente pentru a ține pasul cu legislația în domeniu | | | |



| | | | | |
|-----------------|--|--|--|--|
| | <p>DE MEDIU</p> <ul style="list-style-type: none">- lipsa legislației necesare pentru cariera personalului în domeniul corecțional; multe modificări- cerințele necesare pentru a putea participa la concursuri pentru ocuparea anumitor funcții, posturi (modalitatea de ocupare a posturilor raportată la nivelul cerințelor de pe piața muncii) | | | |
| De mediu | <ul style="list-style-type: none">- existența stresului- lipsa de motivare- existența factorilor personali care ne influențează „motivația, atitudinea” la locul de muncă | | | |

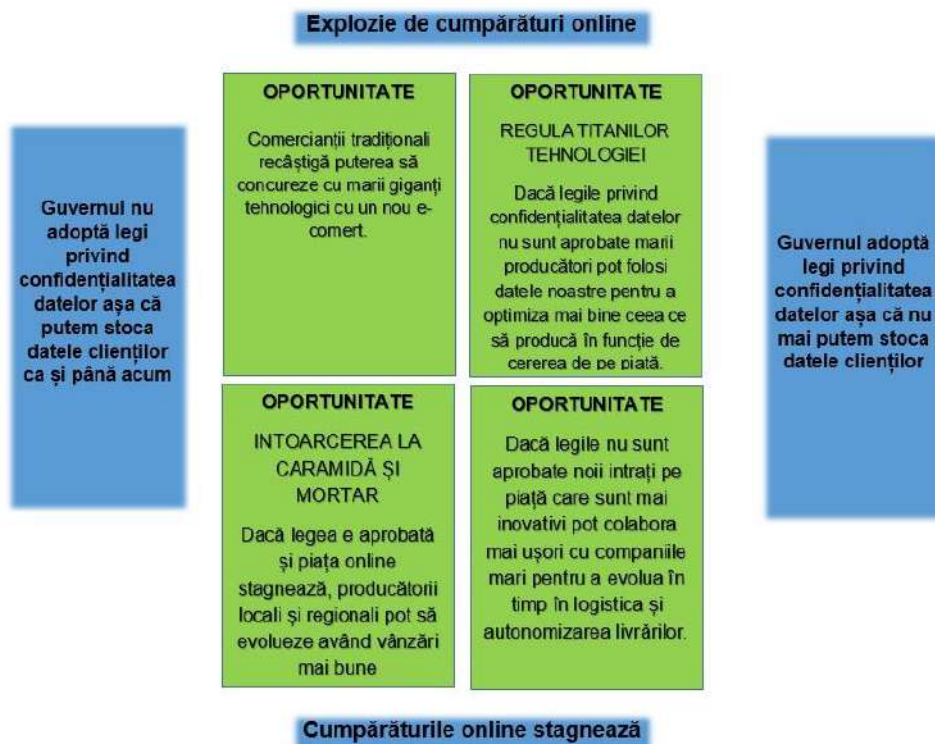




CORRECTIONS CAREERS

1. Axes of Uncertainty technique performing, moderated by Ms.Cristina Busuioc

AXELE DE INCERTITUDINE



2. Results of preliminary questionnaires applied to prison staff

Factors influencing the career management skills of prison staff:

Political factors:

- the oscillating executive-criminal policies of career management that have followed one another over time;
- the government;
- government policy regarding the salaries of the public employees / retirement;
- type of government;
- legislative stability;





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Economic factors:

- underfunding of the penitentiary system with disastrous consequences, including in terms of career development of prison staff;
- salary below the European Union average;
- outdated infrastructure, both in terms of ensuring decent living and working conditions for detainees, working and achieving performance targets for employees, on the one hand, and reducing overcrowding and alignment of Romanian prisons at EU level;
- lack of funds on certain budget branches;
- the approved annual budget;
- attractive salary.

Social factors:

- lack of recognition and appreciation of the penitentiary policeman;
- insufficient protection (risks arising from the proper conduct of the profession);
- the impossibility of drawing, with difficulty, a demarcation line as precise as possible between the professional life of the penitentiary employee and the personal one, an aspect that leads in various situations to the appreciation of imbalances of a psychological, family nature;
- the socio-cultural level of the individual;
- the abilities, the system of values and beliefs of the individual;
- the existing public opinion regarding the penitentiary system;
- the social structure of the staff by professions, sexes, age.

Technological factors:

- insufficient digitization in the penitentiary system with relatively serious consequences;
- lack of technological know-how;
- the logistics necessary for the functioning of the penitentiary system;
- lack of computer applications necessary to simplify activities;
- the impact of new technologies;
- the possibility of technological change over an average period of 3-5 years.

Legislative factors:

- ambiguous legislative text, interpretable;
- gaps in legislation;
- specific legislation (orders, decisions, laws);
- difficult process of amending legislation (statute);
- specific regulations in the field of activity;





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- Work legislation.

Environmental factors:

- rigid work environment;
- colleagues refractory to innovation;
- location of units and outdoor sections.

Factors to be taken immediately:

- creating a career guide and increasing the level of funding and improving infrastructure;
- complex and slow bureaucracy;
- the strictly formal nature of the training;
- lack of funds;
- technological factors;
- attitude towards work;
- disposable income;

Factors to be followed over time:

- increasing the level of funding;
- increasing the salary level of employees;
- design and implementation of a career guide and monitoring its implementation over a period of time in order to achieve the proposed organizational objectives and apply the necessary corrections;
- legislation;
- political factors.

Important factors but with a high degree of uncertainty:

- career guide - an important factor;
- uncertainties - financing the penitentiary system at the level of real needs;
- system development and monitoring;
- creating new holding spaces;
- the socio-cultural level of the individual, bureaucracy;
- the system of values and beliefs of the individual;
- the budget;
- specific regulations in the field of activity.

9. Career management skills required of prison staff:

- attachment to the organization
- vision





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- intrinsic motivation
- emotional intelligence skills focused on the needs of the chosen profession
- negotiation skills
- communication skills
- stress management
- self-control
- morality and professional probity
- conduct and civic responsibility
- teamwork skills
- ability to make and make decisions
- knowledge of at least one foreign language
- knowledge of PC operation
- evaluation, self-evaluation, organization and planning
- continuous training
- self-knowledge
- knowledge of the professional environment
- good resource management skills

After the workshop, for dissemination of the event an announcement was published on **Timisoara Prison FACEBOOK PAGE**.



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The screenshot shows the Facebook profile of 'Penitenciarul Timișoara'. The page header includes navigation icons (home, video, shop, friends, groups) and a search bar. The profile name is 'Penitenciarul Timișoara' with a blue verification checkmark. Below the name are buttons for 'Afă mai multe', 'Îți place', and 'Mesaj'. The main content area features a post from 11 hours ago. The post includes a map of UCOVINA at Strada Popa Sapca nr 7, 300057 Timișoara. The post text describes the institution's role as a partner in the CCJ4C - European Career Counselling Guidelines project, coordinated by the Center for Promoting Lifelong Learning in Timișoara. It mentions a workshop on 'Cartografierea factorilor de influență și incertitudinilor referitoare la competențele de management al carierei' held on 23.06.2021. The post also includes a video player showing a presentation slide titled 'Tehnici Axis of Uncertainty' and a photo of a man. The left sidebar shows engagement statistics: 2,299 likes, 2,373 followers, and 207 past attendees. Contact information includes the website <http://anp.gov.ro/penitenciarul-timisoara> and phone number 0256 200 030.



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7. PICTURES



Descriere:

În proiectul nostru CCJ4 analizăm evoluțiile realizate în orientarea în carieră a personalului corecțional, 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 partenere, 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.



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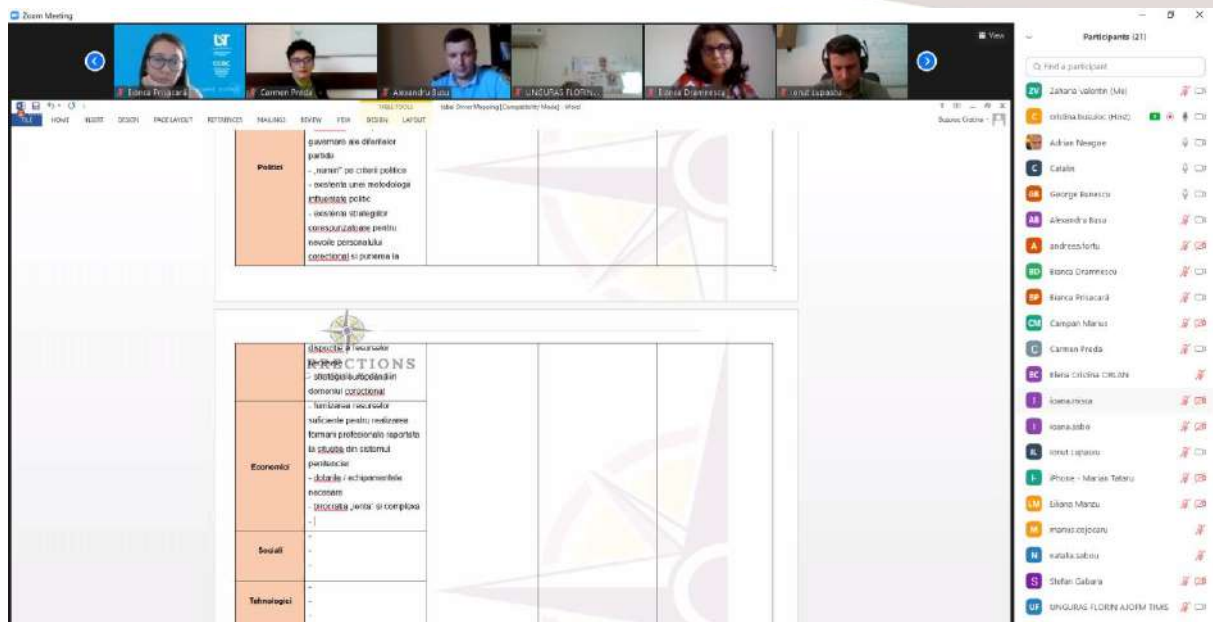
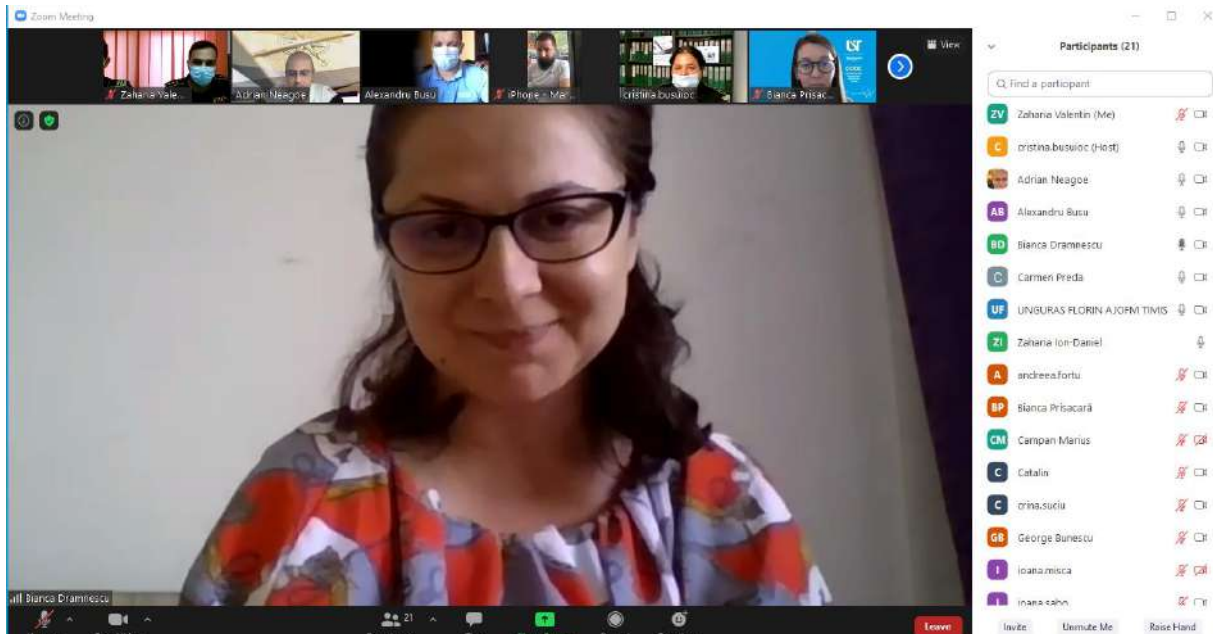


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The top screenshot shows a Zoom meeting with a presentation slide. The slide contains text in Romanian, including 'Lămuriri', 'De ce este important?', and 'De ce este important?'. The bottom screenshot shows a Zoom meeting with a presentation slide. The slide contains a diagram with the following text: 'Există un legământ învinzător', 'Factorii economici - Resursele insuficiente', 'OPORTUNITATE - Performanță, Performanță, Performanță, Performanță', 'OPORTUNITATE - Performanță, Performanță, Performanță, Performanță', 'OPORTUNITATE - Performanță, Performanță, Performanță, Performanță', 'OPORTUNITATE - Performanță, Performanță, Performanță, Performanță', 'Resurse insuficiente (bucuri, oportunități, interese)', and 'Inocente și neprobate de vină de către instanțele de judecată'.



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Zoom Meeting

Participants (17)

Find a participant

- ZV Zaharia Valentin (Me)
- C cristina.busuioac (Host)
- GB George Bunesco
- AB Alexandra Busu
- A andreea-fortu
- BP Bianca Prisacari
- CM Caripari Marius
- C Carmen Preda
- EC Elena Cristina CIRLAN

Invites Unmute Me Raise Hand

Chat

From Me to Everyone: Planificarea invatarii

From ioana.mica to Everyone: autocunoastere, pregatire continua, autoevaluare, gestionarea emotiilor;

From cristina.busuioac to Everyone: Gandire critica, inteligenta emotionala

From George Bunesco to Everyone: Sustinem gestionarea emotiilor! ^_^

From Elena Cristina CIRLAN to Me (Privately): cunoasterea unei limbi straine, cunostinta de operare PC

From ioana.mica to Everyone: Gestionarea stresului, capacitate de comunicare

To: Elena Cristina... (Privately) File

Type message here...



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8. Annexes

Annex 1-AGENDA



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PROIECTUL - European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice System
Workshop - "Driver Mapping and Axes of Uncertainties in career management competencies within CCJ" (third stakeholder check point)

AGENDA

Workshop-"Cartografierea factorilor de influență și incertitudinilor referitoare la competențele de management al carierei în domeniul justiției corecționale"

DATA: 23.06.2021 începând cu ora 10⁰⁰
Format: online

- 10,00- Cuvânt de bun venit și prezentarea participanților;
- 10,15-Prezentarea proiectului și a obiectivelor evenimentului;
- 10,30-Prezentarea tehnicilor "Driver Mapping" și "Axes of Uncertainty";
- 10,45-Aplicarea tehnicii "Driver Mapping" pentru cartografierea factorilor care pot influența competențele de management al carierei personalului corecțional;
- 11,15-Aplicarea tehnicii "Axes of Uncertainty";
- 11,45-Discuții
- 12,00-Concluzii



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Annex 2-PRELIMINARY QUESTIONNAIRE

Chestionar Pregătire Workshop

"Cartografierea factorilor de influență și incertitudinilor referitoare la competențele de management al carierei în domeniul justiției corecționale"

În vederea facilitării discuțiilor din cadrul Workshop-ului vă rugăm să completați chestionarul de mai jos până la data de **22.06.2021 ora 12⁰⁰**.

1. Ce **factori politici** influențează competențele de management al carierei ale personalului din penitenciar?
2. Ce **factori economici** influențează competențele de management al carierei ale personalului din penitenciar?
3. Ce **factori sociali** influențează competențele de management al carierei ale personalului din penitenciar?
4. Ce **factori tehnologici** influențează competențele de management al carierei ale personalului din penitenciar?
5. Ce **factori legislativi** influențează competențele de management al carierei ale personalului din penitenciar?
6. Ce **factori de mediu** influențează competențele de management al carierei ale personalului din penitenciar?
7. Dintre factorii identificați de dumneavoastră **care considerați că sunt cei asupra cărora trebuie acționat imediat?**
8. Care factori dintre cei identificați anterior trebuie avuți în vedere pentru **a se urmări evoluția lor în timp?**
9. Care considerați că **sunt cei mai importanți factori și care totodată au un grad ridicat de incertitudine?**
10. Enumerați câteva **competențe de management al carierei** necesare angajaților din penitenciare?





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Annex 3-Evaluation questionnaire

CHESTIONARUL DE EVALUARE

WORKHOP-”Cartografierea factorilor de influență și incertitudinilor referitoare la competențele de management al carierei în domeniul justiției corecționale”

Vă mulțumim pentru participarea și implicarea dumneavoastră în derularea acestui workshop!
În vederea evaluării activității vă rugăm să selectați răspunsurile pe care le considerați potrivite.

1. Considerați că activitatea și-a atins obiectivele?
 - Da
 - Nu
2. Sunteți satisfăcut de calitatea prezentărilor din cadrul evenimentului ?
 - Foarte satisfăcut
 - Satisfăcut
 - Relativ satisfăcut
 - Satisfăcut la minim
 - Nesatisfăcut
3. Cum apreciați interacțiunea și comunicarea pe parcursul evenimentului?
 - Foarte satisfăcut
 - Satisfăcut
 - Relativ satisfăcut
 - Satisfăcut la minim
 - Nesatisfăcut
4. Cât de utile au fost discuțiile legate de factorii care influențează managementul carierei personalului din penitenciare?
 - Foarte utile
 - Destul de utile
 - Relativ utile
 - Cu utilitate minimă
 - Inutile
5. Doriți să colaborați în continuare cu Penitenciarul Timișoara în cadrul acestui proiect?
 - Da
 - Nu
6. Ce nivel de impact considerați că are proiectul asupra instituției/organizației pe care o reprezentați:
 - Scăzut
 - Mediu
 - Ridicat
7. Ce considerați că este important pentru instituția/organizația dumneavoastră având în vedere activitățile și rezultatele preconizate ale proiectului?

.....
.....
8. Dacă doriți să mai adăugați opinii, comentarii sau sugestii:
.....
.....



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Annex 4

LIST OF PARTICIPANTS

| No. | Name and surname | Organization/institution |
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| 5. | CRINA-MARIA SUCIU | BAIA MARE PENITENTIARY |
| 6. | ALINA NICOLETA ROMAN | BAIA MARE PENITENTIARY |
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| 28. | MARIAN ȚĂTARU | TIMIȘ COUNTY EMPLOYMENT AGENCY |





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Written by,

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