



CORRECTIONS CAREERS



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

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European Career Counselling Guidelines for Staff Working in Criminal Correctional Justice Systems – CCJ4C

3rd Stakeholder checkpoint for Driver Mapping and Axes of Uncertainties in career management competencies within CCJ

Objectives

In the scope of the CCJ4C project, the stakeholder checkpoint in the form of focus group aim to analyze the needs and characteristics of the correctional staff in order to provide in-depth knowledge of this specific target group, its learning and training situation and effective methodologies, understanding of the skills set needed to manage their own careers.

This WP aims the development of a catalogue of skills in CCJ.

Date of the Activity

The third stakeholder checkpoint led in Italy by CEIPES was held on the 27th of July 2021 from 16:00 to 18:30.

Location

Microsoft Teams platform.

Subject of the meeting

The subject of the meeting involves the relevant stakeholders for looking at how career management competencies are being built and used, the future needs, the drivers that trigger change, and the significant uncertainties.

Two specific methodologies were used to conduct the focus group: Driver Mapping was used to identify the Political, Economic, Societal, Technological, Legislative, and Environmental drivers (PESTLE) shaping CCJ career management's future environment and the needed competencies to navigate it. This approach aims to identify the two most important driving forces, i.e., those very uncertain developments (and therefore can develop into different directions) and could have a decisive impact on CCJ careers. In other words, driving forces,

which serve as scenario axes (Axes of Uncertainty), are those developments that score on both indicators' uncertainty' and 'impact' (Klooster & Asselt, 2006). It is assumed that this technique, being a frame that the different actors share, fosters convergent action among many actors, despite diverse and often conflicting data that these practitioners are confronted with.

Organisers and Participants

The focus group was organized by the project manager Silvia Calcavecchio responsible for the CCJ4C project on behalf of CEIPES and by the head of the CEIPES employment agency Giuseppe Tredici, as an expert in identifying professional skills in different work fields, with experience in the sector relating to organizational well-being in contexts close to the police.

Various personalities involved in the course of the project were invited to the focus group and especially representatives of the penitentiary police trade union of different Italian regions, state correction officers and inspectors, experts in the analysis of professional skills useful in different contexts who work in universities and Erasmus Plus national agencies.

Participants:

- President of UIL trade union for Sicily region
- Correctional police inspector and member of the UIL trade union
- President of UIL trade union for Tuscany region
- Functionary of INAPP Erasmus Plus agency

Pre-meeting Activities

Before organizing the event, CEIPES got in touch with the stakeholders who followed the project from the beginning, to establish together the most favorable date. It was difficult to find the participants given the period close to the summer holidays. Together with the regional representatives of the UIL trade union, it was established the 27th July as the date of the event, after which the agenda was created and the invitation sent via email to the list of stakeholders created during the project.

At the same time, new stakeholders were contacted, specifically the educational area of the UEPE (External Criminal Execution Office) which collaborates with the Pagliarelli institute, with which a protocol was signed within the project. UEPE was not able to participate because of the period, but they will be involved in the future steps.

Agenda of the Activity

The agenda of the activity was shared by e-mail with the people invited, with the link for the access to the Teams platform. It is possible to see the document in Italian [here](#).

Below are the main points of the proposed agenda:

- Introduction to the meeting, brief presentation of CEIPES, the activities and objectives of the CCJ4C project;
- Presentation of the participants;
- Presentation of the objectives of the meeting. *What can the project offer? What are the possible useful tools for prison staff aimed at improving their professional path?*
- Presentation of the results and the salient points that emerged during the previous two meetings
- Guided comparison through two main methods of analysis: "PESTLE" and "Axes of uncertainty"
- Conclusion and evaluation of the meeting

Focus group description

In the first part of the meeting, after a brief general introduction of the project, the specific methodologies that would be used to conduct the focus group were explained, with the aim to examine which skills are useful for the main tasks of the correctional staff, analyzing what could be the future needs and the key factors that trigger the change considering the possible elements of uncertainty.

During the experience of the first two focus groups the participants often intervened not following the theme of the focus, often without respecting the established times. For this reason, at the beginning of the meeting it was explicitly

requested to stick to the theme of the focus and to respect the times given by the moderators. In fact, it was noted that in talking about their work experiences the officers involved tended to go off topic, using the time available to talk about their experiences generically.

PESTLE analysis

G. Tredici presented the PESTLE methodology, used for the first part of the focus group, explaining what kind of analysis the participants were asked to follow.

The Jamboard tool by Google was used to conduct the focus group, a shared whiteboard so that all participants could see what was emerging from the discussion. S. Calcavecchio, sharing her screen, took notes of the contents that emerged while G. Tredici was moderating the discussion.

The first factor that has been analyzed is the **political** one. The participants all highlighted the need to maintain a continuity of the political lines that determine the guidelines of the prisons. Workers without continuity get disoriented. The political line of a certain front, directs the working environment according to a certain model. Then when an opposite political line takes over, it happens that everything that was being carried out, stops its process. So a head of the administration follows a certain political direction, that it is changed as soon as the head is replaced. This means that everything that was being built will be incompleting, with an evident lack of a project continuity.

The representative of the INAPP affirms that she shared what was said by the UIL representative, considering it essential that there is continuity. There should not be a going back if there is a political change: both for the staff, who is already burdened with several problems, but also for the inmates.

Three salient elements must be taken into consideration:

- Inclusive work, carried out by prison officers;
- Prisoners constitute an added value, a human capital that is often left to itself, except in some cases in which the detainees are determined;
- The spirit of resilience of the detainees is not taken into consideration.

Linear and continuous political aspect: what has been conquered must not be affected.

The Tuscany representative of the trade union stated that at the political level, each minister draws his own programmatic lines which include the departments of that specific ministry. In turn, the head of department has an address that often collides with the programmatic address of the ministry. Furthermore, training and refresher courses are no longer offered.

He also highlighted that in the European context, there is a discussion about obstructing life imprisonment all over Europe. It should be taken into consideration that the prison Italian population is peculiar, since there are criminals of Mafia, compared to the European prison population, where prisons are closed and transformed into places of visit.

Secondly, **economic** key factors were analyzed. The representatives of the UIL trade union took the floor. A big problem is given by the overcrowding due to the high number of immigrants residing illegally in Italy over the last years.

The funds should be used for ad hoc training for both prison staff and inmates. Prisoners should be involved in training projects. The development of personnel is necessary from an economic point of view, with an indemnity provided for those who put their lives at risk day by day. It is necessary to ensure adequate retribution for people at risk such as prison officers.

Another highlighted aspect is related to the low wages and low pay of overtime hours → 11 euros per hour gross on weekdays with a high tax rate of 38%.

The prison police in the top 15 countries in Europe earn double what they earn in Italy, so it would be necessary to align with the European standard. The risk must absolutely be valued, agents cannot be compared to workers who do not run the same risks. In Italy, the amount of benefits has remained unchanged since 1999. There is a very high rate of disease in this sector and when the agent doesn't go to work, money is deducted from the salary.

Social factors are closely connected with economic ones. It happens that people from difficult social status prefer to live in prisons in order to receive the necessary cares. For example, pregnant women of the Roma population get incarcerated at their third/fourth month of pregnancy in order to receive all the health benefits that

are offered in the prison. With respect to social and health care, the pandemic has brought out regional inequalities in efficiency.

It often happens that the prison becomes a place for socially uncomfortable people, such as the homeless, to reside.

From a social point of view, the prison can be considered a small town, a microcosm with its own rules in which the deprivation of personal freedom is applied.

It is also very important to work for the cultural updating of inmates, and to work so that they realize where they went wrong, and resume their lives. To do this, professional skills prepared through the third sector are needed: the training of the prison population is most of the time developed by the regions that invest heavily in training which, however, is often lacking in quality. Training today must be targeted, based on the context of society outside the "microcosm": it is useless to train inmates with obsolete content in the world of work. The courses are often old and not in line with the offer of the world of work.

Inadequate training also has repercussions in society because it is easy for inmates to go back to crime by not finding work.

As for the **legislative** factors, the basis on which the penitentiary sector moves is article 27 of the Constitution, on re-education and safety:

“Criminal liability is personal. The accused is not considered guilty until the final sentence. The penalties cannot consist of treatments contrary to the sense of humanity and must aim at the re-education of the condemned”

As circumstances change, an update of the legislative system is necessary as well as greater information / training of agents on the legislative and bureaucratic aspects relating to the work of agents.

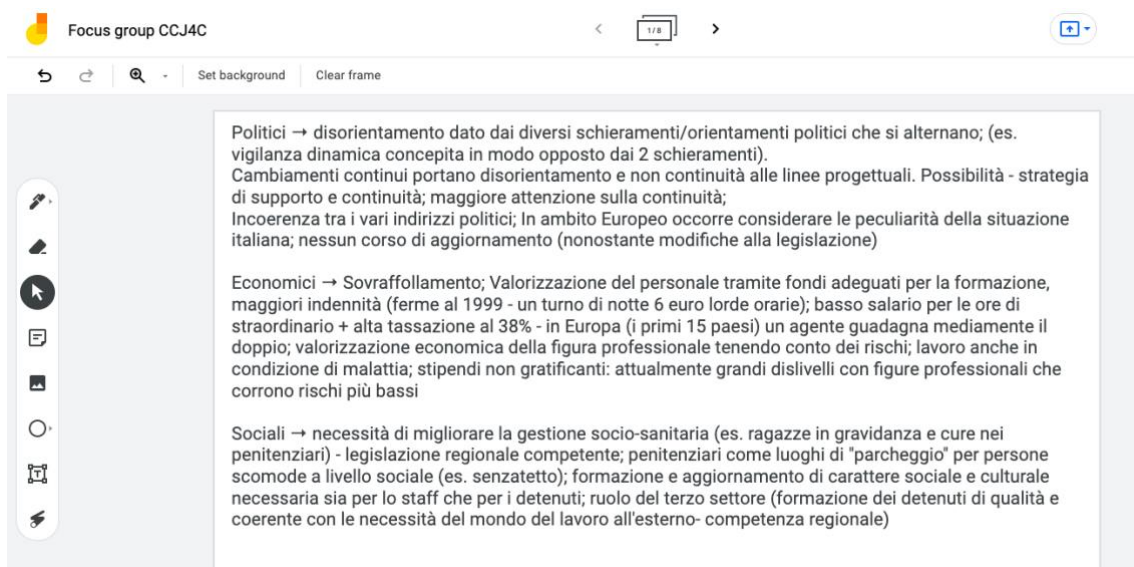
Also in this case, the non-continuity does not allow to complete the projects in progress. The article is violated in terms of inmates' spaces.

The penitentiary system should be perfectly recognized by the staff and knowledge of what are the interpretative circulars should also be given in terms of national and international jurisprudence.

Among the **environmental** factors identified, the participants talked about the social inclusion and re-education of prisoners, the skills necessary for staff / agents to deal with prisoners. Reference was made to the problem relating to the failure to replace psychiatric hospitals. This leads to the presence of inmates who are difficult to manage (even with mental illness); overcrowding of prisons; high risk of injury and self-harm of prisoners.

It would be good to achieve self-sufficiency of the institution as an autonomous microcosm (eg prisoners contributing with their workforce).

Jamboard screenshots:



Focus group CCJ4C

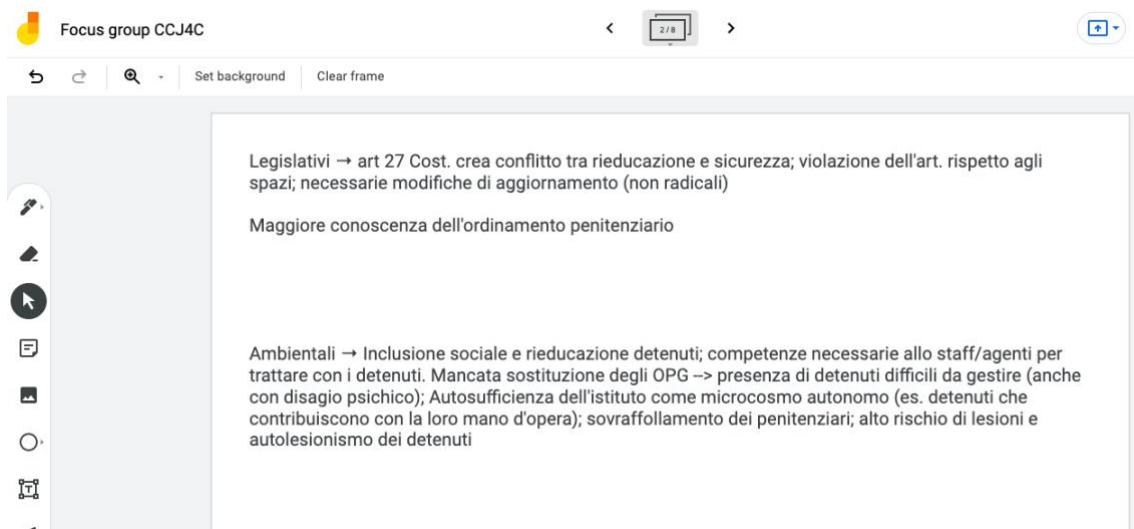
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Politici → disorientamento dato dai diversi schieramenti/orientamenti politici che si alternano; (es. vigilanza dinamica concepita in modo opposto dai 2 schieramenti). Cambiamenti continui portano disorientamento e non continuità alle linee progettuali. Possibilità - strategia di supporto e continuità; maggiore attenzione sulla continuità; Incoerenza tra i vari indirizzi politici; In ambito Europeo occorre considerare le peculiarità della situazione italiana; nessun corso di aggiornamento (nonostante modifiche alla legislazione)

Economici → Sovraffollamento; Valorizzazione del personale tramite fondi adeguati per la formazione, maggiori indennità (ferme al 1999 - un turno di notte 6 euro lorde orarie); basso salario per le ore di straordinario + alta tassazione al 38% - in Europa (i primi 15 paesi) un agente guadagna mediamente il doppio; valorizzazione economica della figura professionale tenendo conto dei rischi; lavoro anche in condizione di malattia; stipendi non gratificanti: attualmente grandi dislivelli con figure professionali che corrono rischi più bassi

Sociali → necessità di migliorare la gestione socio-sanitaria (es. ragazze in gravidanza e cure nei penitenziari) - legislazione regionale competente; penitenziari come luoghi di "parcheggio" per persone scomode a livello sociale (es. senzatetto); formazione e aggiornamento di carattere sociale e culturale necessaria sia per lo staff che per i detenuti; ruolo del terzo settore (formazione dei detenuti di qualità coerente con le necessità del mondo del lavoro all'esterno- competenza regionale)



Focus group CCJ4C

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Legislativi → art 27 Cost. crea conflitto tra rieducazione e sicurezza; violazione dell'art. rispetto agli spazi; necessarie modifiche di aggiornamento (non radicali)

Maggiore conoscenza dell'ordinamento penitenziario

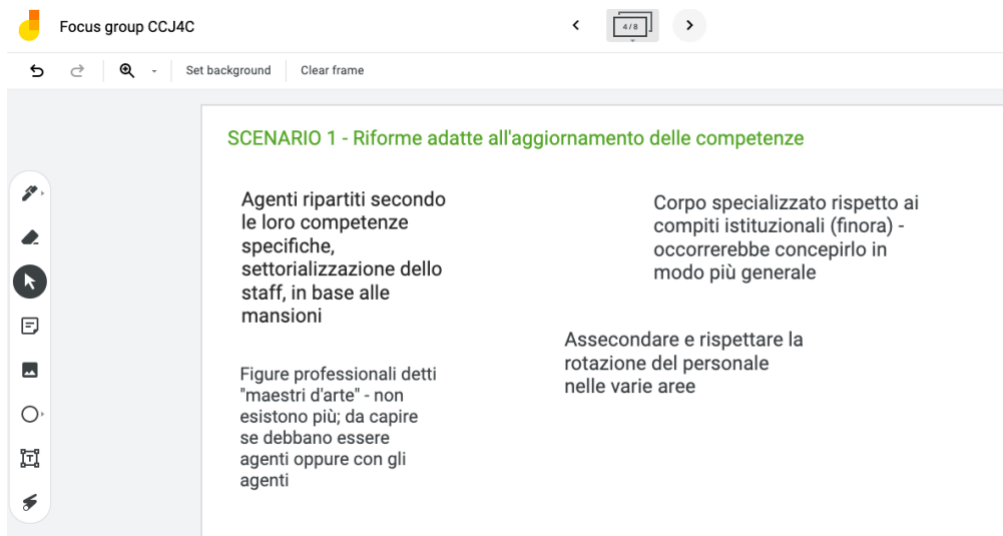
Ambientali → Inclusione sociale e rieducazione detenuti; competenze necessarie allo staff/agenti per trattare con i detenuti. Mancata sostituzione degli OPG → presenza di detenuti difficili da gestire (anche con disagio psichico); Autosufficienza dell'istituto come microcosmo autonomo (es. detenuti che contribuiscono con la loro mano d'opera); sovraffollamento dei penitenziari; alto rischio di lesioni e autolesionismo dei detenuti

Axes of uncertainties

The moderators proposed two key factors for the creation and analysis of the scenarios conducted in the second part of the focus group: **environmental** - attention to the skills needed for the tasks, and **political** - norms and reforms in line with needs.



Scenario 1 - Reforms suitable for updating skills. Agents should be divided according to their specific skills, sectoralization of staff, based on duties; Specialized body with respect to institutional tasks; Professional figures called "masters of art" who no longer exist (to understand whether they should be agents or with agents); support and respect the rotation of personnel in the various areas.

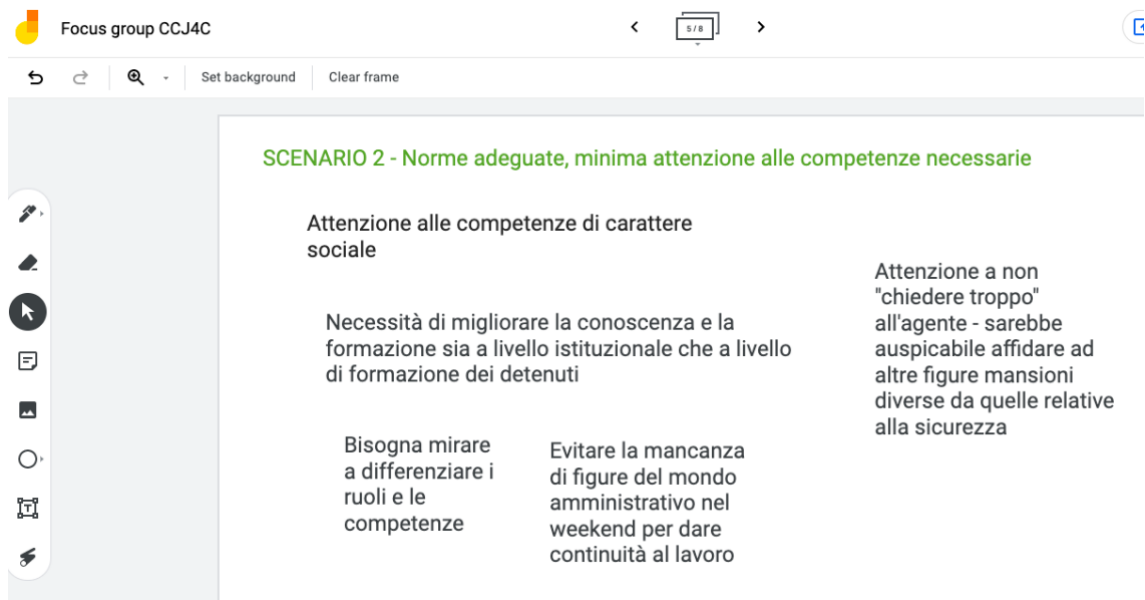


Scenario 2 - Adequate standards, minimal attention to the necessary skills.

Attention to social skills; Need to improve knowledge and training both at the institutional level and at the training level of prisoners; Be careful not to "ask too much" from the agent - it would be desirable to entrust other figures with tasks other than those relating to safety; It is necessary to aim at differentiating roles and competences; Avoid the lack of figures from the administrative world on the weekend to give continuity to the work.

The prison police should also have a competence of a social nature, and not only those of a judicial nature. If we look closely, the staff is a point of reference and consequently in order to better relate, they must have a certain humanity and a broad social attitude. There is no clarity on the subjects to be imparted.

The rules are very wide and you could ask anything of the prison staff. Prison as a series of professions that must interface by looking at what may be the communities born over the years for the recovery of drug addicts, which can be models.



Focus group CCJ4C

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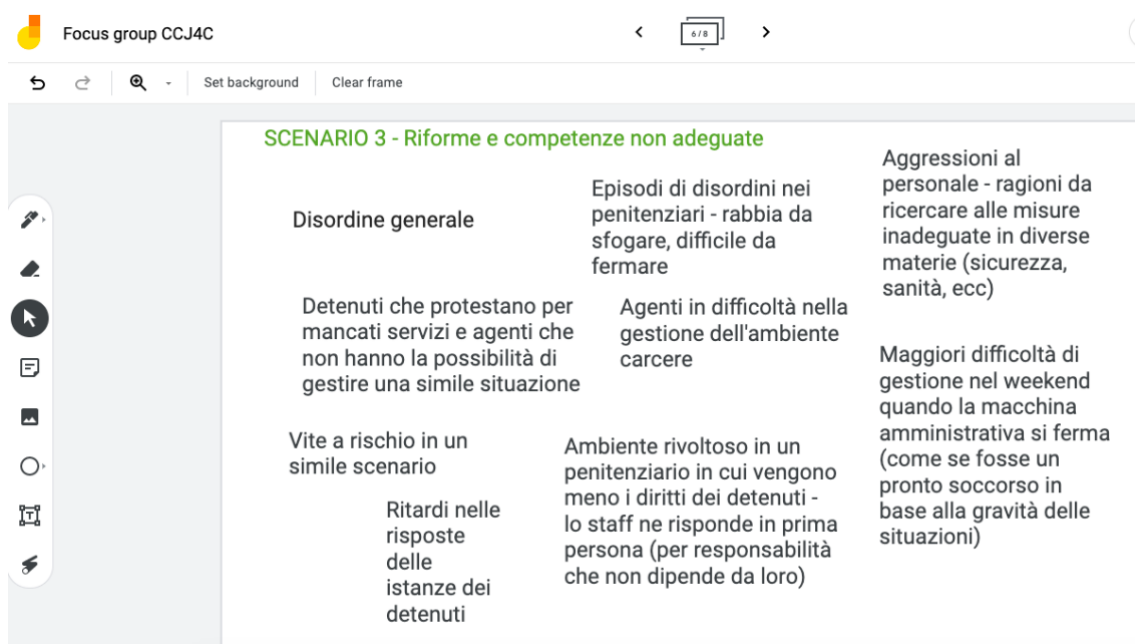
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SCENARIO 2 - Norme adeguate, minima attenzione alle competenze necessarie

Attenzione alle competenze di carattere sociale		Attenzione a non "chiedere troppo" all'agente - sarebbe auspicabile affidare ad altre figure mansioni diverse da quelle relative alla sicurezza
Necessità di migliorare la conoscenza e la formazione sia a livello istituzionale che a livello di formazione dei detenuti		
Bisogna mirare a differenziare i ruoli e le competenze	Evitare la mancanza di figure del mondo amministrativo nel weekend per dare continuità al lavoro	

Scenario 3 - Inadequate reforms and skills.

This scenario is characterized by a general disorder, in which inmates protest for lack of services and agents who are unable to manage such a situation; Episodes of unrest in prisons - anger to vent, difficult to stop, attacks to the staff - reasons to look for inadequate measures in various subjects (security, health, etc.), agents in difficulty in managing the prison environment, Lives at risk in a similar scenario, revolting environment in a prison where the rights of prisoners are lacking - the staff are personally responsible for them (for responsibility that does not depend on them), delays in the answers of the inmates' requests, greater difficulties in managing at the weekend when the administrative machine stops (as if it were an emergency room based on the severity of the situations).



Focus group CCJ4C

SCENARIO 3 - Riforme e competenze non adeguate

Disordine generale	Episodi di disordini nei penitenziari - rabbia da sfogare, difficile da fermare	Aggressioni al personale - ragioni da ricercare alle misure inadeguate in diverse materie (sicurezza, sanità, ecc)
Detenuti che protestano per mancati servizi e agenti che non hanno la possibilità di gestire una simile situazione	Agenti in difficoltà nella gestione dell'ambiente carcere	Maggiori difficoltà di gestione nel weekend quando la macchina amministrativa si ferma (come se fosse un pronto soccorso in base alla gravità delle situazioni)
Vite a rischio in un simile scenario	Ambiente revoltoso in un penitenziario in cui vengono meno i diritti dei detenuti - lo staff ne risponde in prima persona (per responsabilità che non dipende da loro)	
Ritardi nelle risposte delle istanze dei detenuti		

SCENARIO 4 - Adequate skills, insufficient reforms

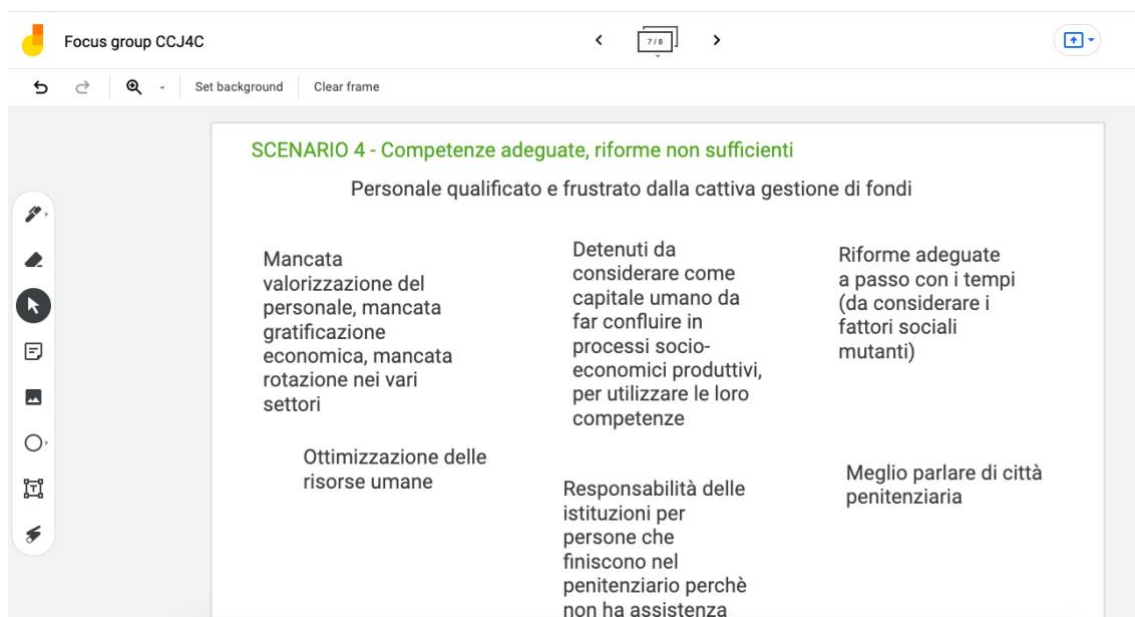
Lack of development of personnel, lack of economic gratification, lack of rotation in the various sectors; Held to be considered as human capital to be merged into socio-economic productive processes, to use their skills; Optimization of human resources; Responsibility of institutions for people who end up in the penitentiary because they have no assistance; Appropriate reforms in step with the times (changing social factors to be considered).

Staff frustrated by bad management.

First element: failure to enhance staff, failure to rotate which indicates the association of other skills.

The prisoners are "human capital" which, however, is not merged into a social economic process.

Reforms need to be adapted to changes in society for good management of the prison population.



The screenshot shows a Miro board titled "Focus group CCJ4C". The main content is a scenario analysis titled "SCENARIO 4 - Competenze adeguate, riforme non sufficienti". The scenario is described as "Personale qualificato e frustrato dalla cattiva gestione di fondi". The analysis is structured into three columns of text:

Left Column	Middle Column	Right Column
Mancata valorizzazione del personale, mancata gratificazione economica, mancata rotazione nei vari settori	Detenuti da considerare come capitale umano da far confluire in processi socio-economici produttivi, per utilizzare le loro competenze	Riforme adeguate a passo con i tempi (da considerare i fattori sociali mutanti)
Ottimizzazione delle risorse umane	Responsabilità delle istituzioni per persone che finiscono nel penitenziario perchè non ha assistenza	Meglio parlare di città penitenziaria

The focus group ended at 18.30 and lasted more or less 2 hours and half. The stakeholders declared their intention to be involved for the other future steps of the project.

Dissemination

After the focus group an article was published to disseminate the project activities.

Here the link to read the article on CEIPES website: <https://ceipes.org/ccj4c-third-focus-group/>

Annexes

Presentation and agenda:



CORRECTIONS CAREERS

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FOR STAFF WORKING
IN CRIMINAL CORRECTIONAL JUSTICE SYSTEM

FOCUS GROUP – 27 LUGLIO 2021



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Progetto CCJ4C - Linee guida europee di consulenza professionale per il personale che lavora nel sistema penitenziario

AGENDA FOCUS GROUP - TERZO STAKEHOLDER CHECKPOINT

27 Luglio 2021
16.00 - 18.00

16.00 - 16.15 - Introduzione all'incontro, breve presentazione del CEIPES, delle attività e gli obiettivi del progetto CCJ4C

16.15 - 16.30 - Presentazione dei partecipanti

16.30 - 16.45 - Presentazione degli obiettivi dell'incontro. Cosa può offrire il progetto? Quali i possibili strumenti utili al personale penitenziario volti ad un miglioramento del percorso professionale?

16.45 - 17.00 - Presentazione dei risultati e dei punti salienti emersi durante i primi due incontri

16.50 - 17.30 - Confronto guidato attraverso due principali metodi di analisi: "PEST" e "Assi di incertezza"

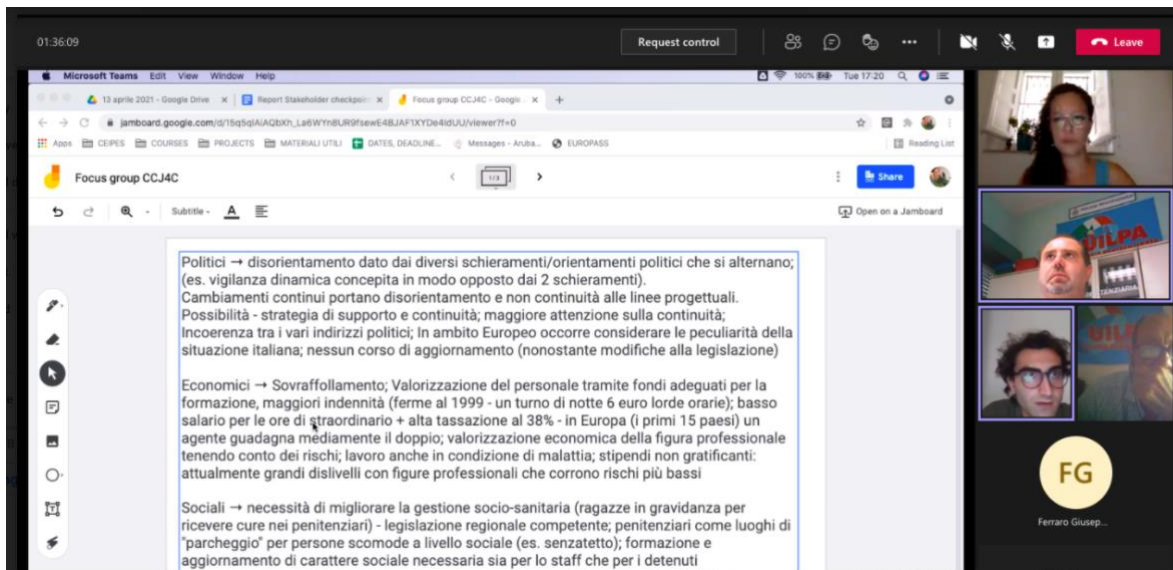
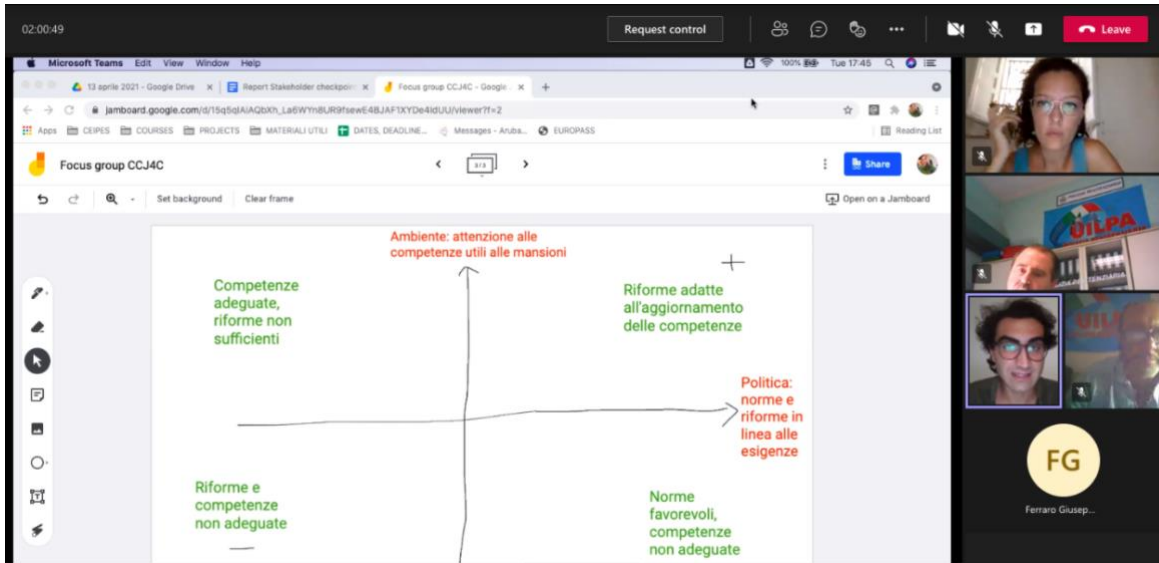
17:30 - 18:00 - Conclusione e valutazione del meeting

Questo incontro è stato organizzato dal CEIPES come attività nazionale del progetto CCJ4C, cofinanziato dal programma Erasmus Plus - linea d'azione 3, sul supporto alle riforme politiche. All'incontro sono stati invitati diversi professionisti che operano nell'intero territorio nazionale in vari settori: educativo, della consulenza professionale e penitenziario.

L'incontro si svolgerà online sulla piattaforma Microsoft Teams, al seguente link*:

https://teams.microsoft.com/l/meetup-join/19%3ameeting_YzdhNTUxNjgtZDIyMS00ODQyLTkyYzAtZTU4NDcxZjQxNTA1%40thread_v2/0?context=_%7b%22Tid%22%3a%22004e7b7-9c00-47cb-90f4

Screenshot of the meeting:





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