

CCJ4C project

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Current situation paper in Italy

In recent years, for various reasons, the public attention has often turned towards the prison world, expanding in the area of criminal execution. When some unpleasant episodes led back to the image of a premodern situation in Italian prisons, someone started wondering if the main custodians of an explosive situation, the prison police first of all, are prepared for their tasks.

In the Italian penitentiary system, important interventions, in recent decades, have certainly humanized the general appearance, but full respect for the fundamental rights of the detained person does not seem assured, while it is certain that it is the penitentiary system the responsible to accomplish the task of restoring concreteness to the art. 27 of the Constitution, the re-educational purpose of the sentence (“The sentences cannot consist of treatments contrary to the sense of humanity and must tend towards the re-education of the condemned”).

This objective, and its failures, have been for a long time linked to how much the Administration's operating system can manage to harmonize with the mentality and motivations of the operators, to give them the sense of the systems they are called to apply and the way to make them active part in transformation strategies. It is not just a matter of rationalization, but of verifying the compliance of the personnel training system with the project of building professional models suitable for combining the efficiency of the service with respect for the fundamental rights of the person detained. An action therefore attentive to the limits to be placed on the punitive power and at the same time aware of the responsibilities, in terms of social reintegration, which weigh on the penitentiary institution and its operators.

Without this it seems unlikely that the staff, in particular the prison police, will autonomously assume behavior that improves the prisoners' condition, considering that for many the law coincides with the scope of the family rules, with the family grammar of what is right and what is not right, and that the protection of prisoner guarantees is not considered a constituent element of one's professional role¹.

Roles and profiles. Penitentiary administration and prison police working in the penitentiary administration are divided into five areas: pedagogical, security, health, administrative and accounting². The activities of observation of the sentenced person's personality and the interventions with re-educational purposes during the executive phase of the sentence, such as treatment activities are carried out by educators.

The law of the 26th July 1975 n. 354, art. 80 of the penitentiary system, establishes that the prison administration can also make use of experts in psychology, social work, pedagogy, psychiatry and clinical criminology to carry out observation and treatment. Psychology experts who also perform the reception and support service generally collaborate in the observation and treatment.

Social workers, provided for by art. 72 of the penitentiary system and incardinated in the external criminal execution offices, participate in the scientific observation of the personality, with the task of reporting to the judiciary and the direction of the penitentiary institutions, on the prisoner's relationship with the external reality, identifying useful solutions to his reintegration. Social workers also have

¹ F. Barbieri, “Handle with care: il personale penitenziario e la sua formazione”,
<http://www.ristretti.it/areastudio/territorio/antigone/rapporti/formazione.html>

² Ministry of Justice, www.giustizia.it

functions and responsibilities in relation to the application of alternative measures, substitute sanctions and probation.

The prison police have the institutional task of guaranteeing legality and security within the prisons and, in collaboration with the operators of the pedagogical area, participate in the observation and treatment of prisoners.

The operators of the administrative-accounting area and the secretarial area perform all the functions related to the management of penitentiary accounting and general affairs.

Health personnel who work in penitentiary institutions, in regions with ordinary statute, following the D.P.C.M. April 1, 2008, depends on the National Health Service. Instead, health personnel from regions with special status depend on the prison administration.

In the judicial organization, the staff who work in the judicial offices and in the offices of the central administration perform functions of collaboration and support to the jurisdiction.

In the judicial offices, it has duties of documentation, certification of judicial activity, custody, communication of procedural documents, notification of the provisions of the judge and of the documents of the parties, of execution of judicial measures, of carrying out accounting and economic-financial activities, of planning, organization, management and coordination of training interventions, collection, processing and interpretation of judicial statistical data, analysis, care and supervision of IT systems and projects that require a particular and specific IT competence, care of the book heritage of the administration, translation of foreign language documents and interpreting.

In the administration of juvenile justice, staff carries out assistance activities for minors subject to judicial authority measures as well as educational activities and are classified in the following sectors:

- Sector of socio-psycho-educational professionalism with the figures of pedagogical area: operators, educators, social workers
- Sector of judicial professionalism and relations in which the professional figures of judicial assistant, clerk of the registry, translator interpreter fall
- Sector of administrative, accounting and technical professionalism which includes the professional figures of the auxiliary, collaborator, accountant and technician.

The staff of the prison administration refers to two sectors of the state: for the administrative and technical one it is the ministries compartment while the prison police force is included in the security compartment³.

Since 1957, what was then called civilian personnel had been divided, like the other civil servants, into career brackets - auxiliary, executive, concept and managerial - whose access was governed by the educational qualification possessed. In 1980, with law 312, this system was superseded by the introduction of functional qualification, which developed across nine levels. This plant up to the 1998-2001 contract, signed in July 2000, which framed this staff in three areas (A, B, C), in turn divided into economic positions (such as C1, C2, C3), which roughly correspond to the levels of functional qualification. The professional figures are divided into sectors of activity, within which vertical mobility paths can be activated, in some cases also from one area to another and from one sector to another.

The areas and sectors, however, struggle to enclose a multiplicity of figures that certainly the last contract has helped to frame more dignified, but which have very different treatments in career progression. The phase we are going through appears to be not completely defined, both because different directions may have been decided compared to what was planned by the previous government, and because the transformations triggered are gradually - and not always harmoniously - entering a rigid sector for its nature.

A fundamental passage is in the law n. 395/90, which in addition to the new order of the Prison Police, contains the restructuring of the Administration according to the departmental model, already tested in Public Security, and an organizational framework that has set the access of officials to managerial

³ Ibid.

qualification. Regional Provincial Authorities are also set up to replace the offices of the district inspectors.

The penitentiary police

The organization of the Penitentiary Police is fully defined with the law 395/90, with which, since the dissolution of the Corps of Custody Agents, it is established as a civilian body under the direction of the Ministry of Justice, at the Department of Prison Administration, and it is attributed the provisions of Law 121/81, which established the new system of Public Security and the State Police, which is also non-military.

According to the definition contained in the second paragraph of Article 16 of Law 1.4.1981 n. 121 (Ordination of the Public Security Administration) and in article 1 paragraph third law 15.12.1990 n. 395 (Ordination of the Penitentiary Police Corps), the Penitentiary Police is a civilian body placed under the Ministry of Justice and, without prejudice to its attributions, is part of the Police Forces.

The institutional tasks conferred are listed in art. 5 of the law 15.12.1990 n. 395:

“the Penitentiary Police Corps waits to ensure the execution of the measures restricting personal liberty; it guarantees order within prevention and punishment institutions and protects their safety; it participates, also in the context of working groups, in the observation and re-educational treatment of prisoners and internees; it performs the translation service for detainees and internees and the monitoring service for detainees and internees hospitalized in external places of care, according to the procedures and times referred to in article 4”⁴.

Without prejudice to the use pursuant to article 16, second and third paragraphs, of the law of 1st April 1981, n. 121, members of the Penitentiary Police Corps cannot in any case be employed in tasks that are not directly connected to services of the institute.

Among the institutional tasks of the prison police there is therefore participation in the treatment activities and the provisions of article 5 of the law of the Reform of the Corps recognize the prison police as active participation in the process of knowledge of the prisoner⁵.

The Prison Administration has embarked on a path of change of the organizational and management system and the new model, in compliance with the European Prison Rules, is based on the differentiation of prisons according to the dangers of the subjects and their legal position and the need for a common hiring of responsibility.

Security, as a prerequisite for the realization of the purposes of the treatment, is not entrusted exclusively to the responsibility of the prison police that takes part in the treatment initiatives. The working method is based on the knowledge of the prisoner and the sharing of knowledge among all prison operators, in line with the European model of "dynamic surveillance"⁶.

The prison police have a fundamental role in this process and its professional qualification in the context of knowledge processes is an unavoidable prerequisite for the implementation of the change of a professional model that for decades has been basically based on the control-custody of the person, aimed mainly at preventing facts and actions that could compromise intramural security (evasions, fights, assaults, damage ...) or the personal safety of the prisoners themselves (suicides and self-harm).

The prison police is therefore a specialized police because it has the specific and difficult task of holding two roles together: that of security control and recovery. The prison police must contribute to recovery and its role is particularly difficult because the prisoner is not free and therefore his indispensable adhesion to the recovery program can be not spontaneous and it will always be a relative and limited participation. The function of the penitentiary police is not to ascertain the crime, to bring justice, but to contribute to the transformation of individuals, and in this sense, the penitentiary police is required to have more "humanity" to which a convergent cooperation with the other prison operators and the whole society must certainly be added.

⁴ Gazzetta Ufficiale, GU n.300 del 27-12-1990 - Suppl. Ordinario n. 88, www.gazzettaufficiale.it

⁵ R. Palmisano, Scheda sulla specificità della polizia penitenziaria, Ministry of Justice, www.giustizia.it, 2015.

⁶ Ibid.

The peculiarity and specificity of the Penitentiary Police Corps is reflected in the international principles of the Council of Europe which make the penitentiary system an independent system with respect to the other sectors of the penal system.

The Recommendation Rec (2012)5 of the Committee of Ministers to the Member States on the European Code of Ethics for prison staff expressly states that it "must have a role and functions towards detainees that differ from those of the police, the army, the power of attorney and the judiciary".

Recommendation R (2006)2 of the Committee of Ministers to the Member States on the European Prison Rules explicitly prescribes (Rule 71) that "Prison institutions must be placed under the responsibility of public authorities and be separated from the army, police and services criminal investigation".

The commentary on this Rule adds that: "it is important to make a clear organizational separation between the police and the prison administration. In most European states, the police depend on the Ministry of the Interior, while the prison administration depends on the Ministry of Justice. The Committee of Ministers of the Council of Europe prescribes that "a clear distinction must be made between the role of the police and that of the judicial system, the public prosecutor and the penitentiary system".

The European Police Code of Ethics (CoE Recommendation 2001) explicitly excludes the "penitentiary police", even if it is saying that it "only carries out its functions in prison institutions". The Commentary on this text highlights that in some member states the staff of the "correctional" facilities are called "prison or prison police" and this category of staff is not dealt with in the Recommendation.

Female staff from the dissolved body of the prison guards is included in the definition of the law 395/1990. With the legislative decree 146/2000 the managerial and managerial career is also introduced for the Penitentiary Police, with competitions and career progressions mostly borrowed from those of the State Police: the security area now provides at the highest level the commissioners. This was an intervention strongly desired by the category which, in addition to obvious reasons of social prestige and economic advantages, has for many years complained of being a headless body, which did not find at the peak of its career a direct superior, homogeneous under the professional profile: in the belief that they are the one called, within the institutions, to bear the greater burdens in the management of prisoners, not only wage improvements but greater management power have been claimed, also in the choices of access to resources.

The D.P.R. n. 431 of 1976, regulation implementing the law n. 354/75, attributed to those who were the custodial agents, tasks of security service and custody in prisons, but these provisions had not managed to avoid the persistence of forms of corruption and violence. With the law 395/90, the new duties of the Prison Police are established, which concern, in addition to the internal order of the institutions and their security, the control and support of prisoners within the prison structures; also judicial police assignments, covered by Article 55 of the Code of Criminal Procedure, such as the execution of restrictive measures, the preservation of the order in penal institutions, the translation and guarding service for detainees and interns.

Although the organization system remains military, in this law there are the conditions for a more dynamic role of the prison police and the identity of a civilian body allowed it to be represented by the unions which achieved unexpected results. The article 5 of 395/90, in sanctioning the demilitarization of the Corps, assigns tasks that go beyond the purely custodial sphere, to make it explicitly involved in the treatment path of detainees. It was an innovative disposition towards a staff that had so far been neglected and badly used, an address which, among other things, was welded with the system of the 1975 reform and with the Gozzini law itself. It must be said that, the scope of a different work dimension does not seem to have been fully understood, which could have enhanced the social dimension of this staff, giving it greater weight and authority.

For all operators of the Corps, a fixed fee for arms training is reconfirmed as mandatory in the framework agreement of July 2000, for a minimum of twelve annual working days, every two months.

The prerequisites for the competition for access to the profession, per student agent, consist of a maximum of 28 years and a middle school diploma.

While in the last calls for competition, high school diploma or degree are required for progression to higher levels, for the old staff that needs to be rearranged, it is still the length of service that determines the career, with internal competitions, for titles and an interview. And for access to the function of deputy commissioner, no qualification is required, in addition to seniority.

The contents of the exams, at all levels - elements of criminal, procedural and penitentiary law - are taken up in the theoretical part of the courses, in which the topics of communication and staff management are added. This is what is foreseen, for example, in the training for supervisors: there are mainly "active" methodologies, the simulated ones, structured to give an address on the ways to deal with the main situations at work and during the *on the job* phase, guidance was generally entrusted of a trainer, an experienced colleague.

The concentration in three months of the training courses for student agents, expected to last one year, objectively distorted the system, for the benefit of a substantial percentage of technical training. So the last course, for almost 1,000 probation agents, which lasted about 300 hours, plus a reception phase and a final exam, which took place in part at the Schools of Rome, Verbania, Sulmona, partially *on the job*, with lessons and training in the use of firearms and defense techniques and neutralization "without harm" of any opponents.

The course for vice-inspectors - 18 months for about 1,300 hours - residential, at the Schools of Parma and Rome, and *on the job*, has taken up the basic subjects of criminal and penitentiary law, communication, and deepened the analysis of the organizational system of the prison administration.

Examining the course programs, it is surprising the internal distribution with which certain themes acquire relevance with respect to others: in contrast to the 53 hours dedicated to arms training techniques, for agent students, 4 are foreseen as regards "respect the dignity of human rights "; a formulation which, among other things, does not yet contain the recognition of the specificity of "human rights".

For the deputy inspectors, these issues, recognized in the meaning "International protection of human and prisoner rights", occupy 15 hours (in which the penitentiary rules of other countries and the extradition legislation are also included), about one hundredth of the total hours package. For weapon training the percentage of hours is about ten times as much; but often it happens – reported by those who have attended the courses - that due to the absence of teachers, the hours concerning the theoretical lessons are replaced by repeated training periods, marches, "white shots" with weapons, always considered very useful by seniors, even if it is a body that at work, in normal conditions, does not carry any weapons.

Great attention is also paid to the topics concerning "role ethics". For vice-inspector students, the 20 hours assigned in the program for deontology, conceived as a sense of belonging to the Corps, are completed with 40 hours for the "Command School and formal training", which concerns the "Modalities of issuing an order" (order of warning, execution, alignment, change of side, front, gear, etc.), in addition to the methods of imparting it without arms and with weapons, with or without saber (?), the departments in the services of honor, the greeting with headgear and without.

Until 1993-94, when career accesses were formalized and controlled with competitions, mobility flows were subtracted from objective rationalization criteria, mostly determined by patronage pushes, so that destinations were the subject of privileged exchanges which made it possible to support the call to the areas of belonging; this determined an uneven distribution of the police in the Italian territory. There may be more agents in some institution than detainees. In northern Italy, he is generally a chosen agent to fill the role of head of the company (responsible for an internal or external service), because the staff is usually younger there, both in terms of career and age. In the South - and the South begins from Lazio region - the inspectors average age is higher. After the public competition in 1994 - from which more than 1,200 agents came out - the staff was sent mainly to the North, more lacking in staff. It would therefore be appropriate to bring about greater stability by organizing training on a regional basis and binding staff to a suitable period of stay at the headquarters.

The repeated request and generally shared even by the directors, is that of the increase in staff. That in reality, in Italy it is among the highest compared to European and US standards; this depends on a different logistics and a different organization of life in institutions in other countries, where the number of agents is lower due to the lower presence of barriers inside the prison, where the greater the use of electronic controls and prisoners they can move without housing within large areas.

Pedagogical operators include the figure of the educator and the psychologist. The figure of the educator was born from the prison reform of 1975, which introduces office workers to the penitentiary field, with a role partly inspired to what was the figure of the educator for minors. Its task is to coordinate and promote the activities of the treatment of detainees and internees under observation, those of work, school, cultural, recreational, religious, keeping their personal folders, with biographical, judicial, health data, rewards and disciplinary sanctions, instances and information on behavior.

The admission - a high school diploma - required a competition (an aptitude test of psycho-pedagogy, two writings - pedagogy and penitentiary system - an oral exam: administrative, constitutional, criminology law subjects). After that, a training course with an in-depth study of the same topics. After the law 312 of 1980, which proposed to transform the public administration, in 1984 new professional profiles were established which specified the degree as access requirements (sociology, psychology, pedagogy, jurisprudence, letters), with a specialization, and a foreign language skill: the weight that the reorganization conferred on this figure, who from a merely executive role became to deal with the scientific observation of the prisoner's personality, made necessary a greater qualification. But no competitions have been announced after the modification of the admission requirements, so that so far the degree has never been requested. In 2000, the internal competition for the coordinating director of the pedagogical area (written and oral tests on penitentiary system and social pedagogy) was closed, which foresaw the possession of the degree and post-graduate specialization diploma, replaceable with a short course of penitentiary pedagogy. But in general, beyond the initial competition, the contract of the entire Ministries Department now provides that internal steps take place through retraining courses (for seniority scores, and classroom and internship), such as the one concluded in 2001.

Prison psychologists are experts called to perform their functions both within institutions, in observation and in treatment teams, and in adult social service centers. They are graduates in psychology and enrolled in the register. On the other hand, few criminologists have graduated in medicine and subsequently specialized. Upon request, it's possible to be admitted to an interview that focuses on the role of treatment and observation and on the penitentiary system; whoever passes it enters a regional public list, and from there it is included in the institutes.

They work on fees in fixed-term agreements, which they sign every year for confirmation. They are therefore not employees of the Ministry of Justice which, if it is positive as it avoids configuring an organic relationship between the criminal and clinical path, means that, as freelancers, they are not subjected to field checks or any specific training. They are sometimes called in training courses for agents, for communications on particular topics.

The directors

Prison directors are currently located on the three levels of area C; some of them perform the functions of directors of the Institute, others, the former collaborators of penitentiary institutes, have collaborative duties to the management even though they cannot have the regency.

The duties of the penitentiary director concern the definition of procedures on the functioning and discipline of staff activities, the direction of observation groups and the execution of criminal execution, also with respect to any admission of prisoners to external work. It also manages the connections with the judiciary, in particular with the supervisory one, he is responsible for the administrative and accounting management of the assigned funds; he formulates staff training plans and new services.

Access to the career takes place through competitions, graduation requirements and knowledge of a foreign language. Until the end of the 1980s, after the competitions there were training courses common to other officials of the public administration, generic for a target that instead requires its own professional identity.

Today after the competitions, which include written tests (administrative law and penitentiary law), and oral tests (penitentiary law, criminal law and procedure, civil, constitutional, administrative law, criminology, State accounting, statistics), there are specific courses of 6-month basic training, part in the DAP (Prison Administration Department) Schools, part *on the job*, in which, in addition to legal matters, administrative and constitutional legislation, as well as in-depth information on the penitentiary system and the organization of the institutes, the topics are added of communication, relational

psychology, union relations. In 2001, the retraining courses for directors were held together with staff from other sectors.

On occasion of the Penitentiary Police Corps reform (Law 395/90), there has been, with art. 40 of the same law, the equalization of the legal and economic treatment of the prison director with that of commissioners and managers of the national police; however, the norm was perceived by many people as a process of cultural involution of the function of director, who in this context felt crushed in a role that was in some ways cramped, limited more than anything else to the control of security. Thus, in the financial statement of 1997 there was a new change to its legal status, in the expectation of bringing it back to the ministry sector, as in fact happened with the last public contract (1998-2001): together with the art. 12 of Law 266 of 1999, which recognized the most important penitentiary institutions as management offices, the project tends to create, with the manager, a coordinating figure with respect to the functions of the various sectors and areas and above all to the application of the regulations. Some penitentiary directors would like to return to the treatment that previously was applied, that of art. 40, which access was done by seniority, so they were equalized to the police commissioners. The choice is whether to become managers with a managerial qualification, as it is now the case for high state officials, or high-profiled policemen.

Social worker

It is a figure established in 1975, with law 354, and it works on a territorial basis, not according to the location of the penal institutions. They are entrusted with the observation of prisoners outside the treatment process, entrusted and semi-free, in a delicate role, in which the social dimension of support and the search for solutions for the reintegration of people in difficulty, with the needs of investigation and control.

With the university diploma of social worker - before it was a high school diploma - and with the enrollment in the register, he was admitted to the competition for career access, structured in two written tests (the penitentiary system and the social service) and an oral (penitentiary regulation, elements of criminal law, civil, a foreign language). The same subjects, plus specific methodologies (methods and techniques of organization of social services, territorial services), are taken up in the basic courses.

For directors of social service coordinators, the competition (two writings, one oral, with in-depth study of the same subjects plus administrative law), in addition to the university diploma, provides a degree in social disciplines. For this staff too, the level changes are now taking place through the requalification courses.

Until 1996 there were 700 social workers and a few directors. With the so-called Simeone / Saraceni law of the summer of 1998, the staff, in 5 years, has reached 1,416 social workers, operators and a director for each of the 58 territorial centers, to which 46 provincial offices have been added.

The Penitentiary Reform of the 1975

The penitentiary reform of 1975 marks a turning point, at least in relation to the inspiring principles of the penitentiary legislation, because it definitively replaces the fascist prison regulation of 1931.

This was inspired by a penalty application philosophy that had characterized the law in matter since the Unification of Italy, and which saw in privations and physical suffering the tools for encourage repentance and re-education of the offender.

Until then the prison had been conceived as an isolated place from free society.

Isolation found expression in the discipline of relations with external society - limited to interviews, correspondence and visits of the next relatives, however very restrictive and uncertain, as linked to the system of rewards and punishments.

The same was true for visits to prisons by people outside the administration, reserved exclusively for a mandatory list of personalities. The penitentiary system outlined by the 1931 Regulation was divided into a series of tools aimed to obtain, also through punishments and privileges, as well as through daily practices of violence, forced compliance with the rules, with a constant violation of the most basic rules

of respect for dignity of the person. With the law of 26 July 1975, n. 354 ("Rules on the prison system and on the execution of measures deprivation of liberty") the long path of penitentiary reform reached a decisive stage, conforming to the indications contained in the Constitution. The reform of the prison system of 1975 finally put into practice, after many years, a constitutional dictation remained for a long time ineffect.

Article 27 paragraph 3 of the Constitution establishes:

"The penalties cannot consist of treatments contrary to the sense of humanity and must aim to the reeducation of the condemned.

The system of the penitentiary system now places the values of humanity and at the basis of the treatment of the dignity of the person, to whom the affirmation of the principle of absolute impartiality acts as a corollary in relation to prisoners, "without discrimination in terms of nationality, race, economic conditions and social, political opinions and religious beliefs "⁷

Training

The penitentiary administration's training system is defined by law 395/90 and by legislative decree 446 of 1992, which give ISSP, the Higher Institute of Penitentiary Studies, the tasks of training and updating for managerial staff (class C) , while the Office of staff training and updating deals with the prison police and classes A and B, what were previously called executive and concept careers.

The current organizational model is binary:

- ISSP, the Higher Education School, is responsible for the training of the managerial and managerial cadres of the prison administration, both in the field of compulsory entry training for the qualification, and for its developments, with updates and specializations;
- to the Directorate General for Personnel and Training, the management of the territorial training and refresher schools of the Police Corps and the Penitentiary Administration Staff (Verbania, Cairo Montenotte, Parma, Rome, Sulmona, Portici and Catania; Aversa and Monastir are in closing course). The new Regulations for the organization of the Minister of Justice, approved by the Council of Ministers on May 18, 2015, which is intended to reorganize and rationalize the offices of the Ministry with a view to greater overall efficiency and savings, provides for the DAP a new Directorate-General for Training, which brings together the Higher Institute of Penitentiary Studies and which absorbs the other training activities (the territorial schools and the activity of the Training Office located within the General Directorate for Personnel of the DAP).

This new General Directorate will have the task of liaising with the Department for juvenile and community justice in order to ensure a common training course for administrative staff, prison police officers and social workers both for the area of intramural treatment and that of external criminal execution and testing.

After the entry competition, everyone attends basic training courses; then the staff of the ministries compartment, according to the 1998-2001 contract, goes into new careers through "retraining courses", that of the prison police with competitions, internal or external, which are then followed by technical-professional training courses.

All courses are held partly in the classroom, partly in the workplace. The last redevelopment courses were held jointly between educators, social workers, penitentiary institute collaborators, accountants, computer scientists, librarians. They included among the teaching subjects the legislation on public work (Legislative Decree 29/93, Legislative Decree 80/98), the regulation on safety at work (Legislative Decree 626/94), the Bassanini laws and the law on administrative simplification (L. 50/99, L. 340/00), the legislation on data privacy (L. 241/90), the control regime in the Public Administration (Legislative Decree 286/99) ; Legislative Decree 146/2000 concerning the adaptation of the structures and staff of the DAP (general direction for the education) and the Central Office for Juvenile Justice, the prison system and the implementing regulation. A section covered the logics and tools of internal and external communication, the processes of integration and negotiation, project management and problem solving,

⁷ A. Concas, *La legge di riforma dell'ordinamento penitenziario*, www.diritto.it

points on which the internship activities were also centered, together with the improvement of the organization, administrative simplification, documentation of the activity, collection and presentation of data.

For both sectors, other forms of updating and in-depth analysis intervene thanks to the help of special projects with external financiers. The teachers are generally officials of various administrations, specialists, university teachers, magistrates, doctors, sometimes appointed through private training agencies.

An example: the guidelines of the three-years Training Plan 2011-2013⁸

The three-years Training Plan 2011-2013 guiding principles are:

-Improvement of knowledge and managerial skills, useful for the organizational modernization processes of the Public Administration in general and of the Prison Administration in particular, to move from bureaucratic models to managerial models, where responsibility for the results achieved, and therefore the individual skills necessary to achieve them, plays a fundamental role.

- Introduction of the culture of performance evaluation, both organizational and individual, in the management of the management structures of the Penitentiary System, through the new measurement and meritocracy processes.
- Improvement of the culture of transparency and simplification of administrative action.
- Enriching professional skills through the development of knowledge and awareness of the professional self in the System, to allow managers and officials to effectively take on the functions and duties in the various institutional structures.
- Improvement of the analysis and programming skills on the basis of knowledge of the state of being of the organizational well-being of its structure in its various dimensions.
- Optimization of the procedures to get to know the detainees as an essential prerequisite for making penitentiary operations effective with regard to the institutional tasks related to treatment and security needs.

Guidelines for penitentiary workers – the dynamic surveillance

A process of change has been activated in the organizational and management system of the prison administration. A strategic and operational change that aims to fully recover the sense of the norm, constitutional and orderly, also recalled by the European directives and the recent sentences of condemnation of Italy by the Court of Strasbourg for inhuman and / or degrading treatment. The revision of the penitentiary circuits, accompanied by the rationalization and diffusion of good practices, already in place in many penitentiary realities, is the prerequisite for the desired change in the entire national penitentiary system, through the conscious recovery by the whole organization, central and territorial, regulatory provisions.

A different way to enhance the institutional tasks entrusted to the Administration by recovering the centrality of the person, his dignity and fundamental rights, the prerequisite of which is independent of knowledge which is also essential for a credible social recovery action.

A new organizational and managerial way of being, which involves all professional figures, but which also concerns the external world of territorial and voluntary bodies, up to the Supervisory Judiciary itself. As part of this strategy, the fundamental role of training was recognized which, through intense initial training and updating activities, has already paid the utmost attention to all the issues highlighted above in the planning and implementation of the Three-year plan 2011-2013.

⁸ G. Tamburino, Il piano annuale della formazione dell'ISSP, www.giustizia.it

In particular, with reference to Prison Police Officers, the issue of "dynamic surveillance" indicated in European Recommendation R (2006) 2 addressed to the Member States on the European Prison Rules was addressed in specific editions.

The Dynamic Surveillance

Let's start with the definition of the concept of dynamic surveillance attributable to "a different way of doing surveillance" or "from surveillance-custody to surveillance-knowledge" through the simplification, rationalization and qualification of workloads.

Simplification, rationalization and qualification that are only possible with a radical change in the approach to institutional tasks which, while primarily addressing the prison police, also affects all other professional figures.

In particular, for prison staff, dynamic surveillance means a way of doing surveillance, alternative to traditional methods, which leads from simple custody and from the absolute control of the person to the knowledge of it.

Over the years a professional way of being has been consolidated based on the control-custody of the person, aimed mainly at preventing facts and actions that can compromise intramural security (evasions, fights, aggressions, damages ...) or, even the safety the staff (suicides and self-harm). The result was a way of being that has stubbornly fed itself by an organizational and management system which, upon the occurrence of a critical event, has always and only ascertained whether, what and how much the prison police physically checked the person to prevent the event, as if to assert that the cause is always attributable to failure to control.

Hence the emergence, in the Institutes, of a whole series of service orders - often collected in volumes that would require intense study activity - and the establishment of numerous registers, not foreseen by any rules, and the consequent introduction of exasperated surveillance activities such as on-sight surveillance, very large surveillance and large-scale surveillance. All with the sole objective, often impossible and in many ways contradictory with the purpose of the penalty, to carry out a physical and totalizing control of the person.

The path of change undertaken by the Administration is a proposal for reflection on the state of being of the national penitentiary system so that, consciously, the whole organization and the people who govern it, they address their action to recover the meaning of the new process of criminal execution introduced with the 1975 Reform, structured on constitutional and European values, the violation of which recently led to the condemnation of Italy by the Court of Strasbourg. A path, therefore, of recovery of legality, able to modify discordant practices that have matured within a System that, in other ways, has known and knows how to express also opposite good practices, widespread throughout the national territory⁹.

It is necessary to free oneself from any sort of prejudice, personal or induced, on the sense of punishment in order to create the useful preconditions that can lead to a conscious knowledge of the contents and procedures introduced with the 1975 Reform. With this awareness one can reasonably believe that it has been finally carry out, in a complete and professional way, the provisions of article 5 of the law about Reform of the Body and recognize the active participation of the prisoner in the knowledge processes of the prisoner.

Knowledge and awareness of this "having to be" which not only clears the field of all sorts of prejudices, but which even fulfills the conditions for claiming a "professional way of being" different from what has been structured in daily routine.

And it is on the basis of these preliminary considerations that the following further reflections on "dynamic surveillance" are proposed which move along three pillars:

- the organizational prerequisites of the prison institution;
- the organizational conditions and management of the security area;
- the description of the effects in daily penitentiary.

⁹ M. De Pascalis, *Linee guida per gli operatori penitenziari, Le dispense dell'ISSP*, Ministero della Giustizia, 2013.

The organizational prerequisites of the prison institution

The change desired with the new way of being organizational and managerial cannot disregard the strong value that must be assumed by the elements of the treatment in the context of the Institute Project. Work, professional training, education, the relationship with the family, cultural activities must find maximum diffusion in the organization and management of an Institute, even beyond the resources annually assigned by the Department through the involvement of the external community in all its aspects, institutional and non-institutional.

A concrete testimony to the reliability of the change undertaken and to the feasibility of the Institute project can be given by the active presence in the detention departments of the staff of the various professional figures. In particular, reference is made to the educators, social workers, prison police officers and staff referred to in the next point. But also the periodic visits to the prison wards of the director and / or deputy director of the Institute are useful for maintaining a constant and functional climate of balance with a different way of managing penitentiary daily life, especially if on such occasions the director will be supported by the managers of the areas.

The widespread knowledge and awareness of the institutional objectives and the significant availability of staff to work in groups and through projects are conditions of value that can make structural the just started change, which, therefore, can continue its path regardless of the current protagonists. They may be counted among other widespread good practices in place in the System. The training that is provided at central and regional level on this point is certainly an essential strategic tool, but it is not enough if it will not be accompanied by a similar widespread activity within the individual management structure. In this regard, the commitment required of prison officers and area directors and officials is to spread knowledge and awareness to all staff on the delicate issue that is being proposed nowadays, to recover the sense of criminal execution introduced with the Reform of the 1975, widely covered in all training and refresher courses held at the ISSPE and the superintendency. Information that must also focus on the Institute Project and on the new way of working together, through projects, periodically dedicating conference spaces to all the staff of the various professional figures present in the Institute.

The organizational conditions and management of the security area

The general organization of the Institute has a central strategic role for the desired change.

The organization of the security area must be consistent with the type of Institute, the penitentiary circuit in which it is located and the human and instrumental resources available. In any case, workloads, understood as the number of work shifts and individual tasks, must never exceed the threshold of available strength and subjective skills.

The head of the security area must have a complete and detailed knowledge of the sector regulations, the rigorous respect of which allows to prevent that climate of work inconvenience, if not conflictual, which hinders any hypothesis of useful change in everyday life. In many penitentiary realities, after a demanding training course, the figure of the contact person for organizational well-being was introduced, which can be used in the renewal phase in searching different management methods.

The care of the organization and using human resources on the basis of a model that knows how to privilege:

- the prior determination of the minimum and maximum operating levels of the safety area;
- weekly programming of the service on four daily dials;
- the presence of qualified personnel in the top service posts throughout the day;
- mandatory weekly rest;
- the distinction between ordinary and overtime work, compared to the 36 contractually established weekly working hours;
- the methods of recovery and compensation for unused days off;

It will be possible to explore and practice the so-called dynamic surveillance in the sense of participation in the prisoner's knowledge processes, a topic on which it is necessary to dwell, distinguishing the usefulness that follows with regard to security and social recovery purposes.

The processes of knowledge useful for safety and treatment, while not constituting the purpose of the new criminal execution process introduced with the Penitentiary Reform of 1975, they are undoubtedly the condition and the aims of social recovery.

Judicial and penitentiary data together with the first entry interview represent the start of the person's knowledge. The judgement of sentence, the report containing the methods of arrest, any judicial and penitentiary precedents with the acquisition of the related file, represent sources of information useful for the person's cognitive approach and for his welcome in the Institute.

Personal data: health, psychological and behavioral are elements for deepening the knowledge on health conditions, personality and intramural behavior whose work processes are held by the health and educational area.

In this context, the department commander will receive information on the behavior of the detainee from the managers of the various services in the security area, for example, of the following services:

- talks, lawyers and magistrates;
- didactic and training classrooms;
- kitchen;
- workings and workshops;
- gym;
- library;
- Infirmary;
- serial number and warehouse

This staff - manager, foreman, internal surveillance, general surveillance - will be able to provide the department commander with information, collected directly or through his collaborators, useful for the management of intramural security conditions but also to be summarized in a specific service report addressed to the educational area for the integration of the Observation dossier. In this organizational context and participation in the observation of the prisoner's behavior, it would be appropriate to adopt standard operating protocols prepared by the Superintendency also on the basis of already existing good practices.

The exchange of information that falls within the competences of the different areas is the organizational and operational prerequisite that can only improve the efficiency of services and the achievement of institutional tasks.

In this context, the role of the security area, in particular of the commander and his most direct collaborators, takes on its basis only through dynamic surveillance aimed at getting to know the person.

The description of the effects in daily penitentiary

The following topics represent the centrality of the change underway and indicate possible innovations that, by changing the practices in use, bring penitentiary daily life closer to a different way of doing surveillance.

Simplification of workloads: This objective looks at the institutional tasks that must be assigned to the prison staff of the different roles and defines their corresponding functions.

It is necessary to distinguish the levels of competence and responsibility, as well as to outline simplified operating procedures. It is appropriate to clarify that the surveillance officer cannot be the owner of any work process that complies with the safety conditions, nor does it treat them. Instead, within all those work processes, he must take on collaborative tasks with the staff who perform higher functions and, therefore, with the manager, the foreman, the head of service, internal and general surveillance.

In fact, these figures are the owners of the related work processes and, for this reason, must ensure their correct execution.

A more frequent and constant presence in the section and in the detention departments of these professional figures can certainly improve the collaboration activity by the surveillance officer.

In relation to the procedures and their simplification, in order to have a better knowledge and awareness of the duties, it is therefore hoped that the "delivery schedules" will be included in diversified documents, addressed to the managers of the various services, containing the provisions that these ordinarily must play during each shift. These documents may be supplemented with additional specific

extraordinary skills which must contain, in addition to the methods of execution supplementing the former, also the duration that is recommended in the short term, although extendable.

In carrying out its ordinary and extraordinary tasks, the owner of the related work process will be able to take advantage of the agent's collaboration: the ordinary operations of counting prisoners or checking the cell, or beating the railings that will have to be performed by the person in charge with the collaboration of the agent. Or, again, the warning of "danger" of a prisoner; in this case, the most careful control over the behavior of the prisoner and his environments frequented, in addition to the cell, throughout the day it must always be guided and solicited by the person in charge, but also by the foreman and even by the general surveillance and the department commander.

Different type of surveillance

On-sight surveillance is a provision that is adopted exclusively against an intercepted person as a subject at high suicide risk. It is almost never an order that comes from the department commander himself, since it is an arrangement that originates from the health area or from the management. In fact, this concerns reporting to protect personal safety which, for this reason, must be framed within the broader concept of observation and treatment of the person, thus freed from direct intramural security needs. Therefore, the skills that can be requested from prison police personnel must be framed in the broader process of treatment owned by the educational area and to which the prison police are required to collaborate together with all the other actors in the person's knowledge processes (educators, psychologists, health professionals, nurses and even volunteers in addition to police personnel).

In hindsight, therefore, instead of arranging the surveillance by the prison police, when the high suicide risk condition has been intercepted, the management of the Institute must adopt a specific therapeutic program which specifies the intervention actions that are assigned to the various areas and professionals with the aim not only of preventing self-injurious actions but also of stimulating a growth in the sense of responsibility of the subject at risk.

In this context, in addition to the specific tasks to be assigned to the health area, to the educational and social service area, the prison police can be called to collaborate in the support, maintenance and control actions, discreet and reserved, of the person also through more frequent interviews and visits to the prisoner by the most qualified staff.

If unanimously shared this path, a practice still in use that delegates to the prison police, or even worse to the surveillance officer, skills and responsibilities that belong to other areas and professional figures can be overcome. Practice, that of surveillance at sight, however in contradiction with any scientific approach on the topic of suicide prevention.

The *very great surveillance* and the *great surveillance* are provisions that, however, can indistinctly concern both needs related to the security of the institution, for the control of detainees with a marked social hazard, and needs related to the treatment, in relation to subjects with fragile personalities. For the latter, the same considerations and guidelines of the previous point apply.

For the reported or intercepted subjects, however, due to a high or significant personal danger (tendency to escape, hetero aggressiveness, dominant and aggressive personality, area of radicalization and organized crime ...) the provisions of great or great surveillance have their reason for being prevalent within the safety area where they must find discipline through standard procedures that establish well-defined actions, distinctly aimed at general surveillance, the foreman, the supervisors and the various heads of service.

The police operations dictated by the Commander on the basis of the indications and directives received by the director of the Institute, referring to controls, searches and inspections, in addition to establishing the methods, must also provide for the minimum frequency of these actions. On the execution of these operations that personnel must inform the Commander with daily service reports elaborated on standard protocols adopted at regional level.

The Captain, if he can use the tool for visits to the detention departments, will be able to verify even better the correct execution of the operating protocol. Finally, the information on the behavior of the detainee reported at very great surveillance or at great surveillance can be used by the commander himself for a synthetic behavioral report to be transmitted to the educational area during the observation or verification of treatment activities.

The *control room*, established in many institutes, even if in the absence of efficiency, is managed mainly by a single operator who is entrusted not only with the control of numerous monitors and perimeter

security systems but, frequently, also the switchboard service of the direction and, often, of prisoners. This is also a case of work overload which makes it impossible to correctly implement the relevant provisions. It is therefore hoped that the necessary organizational and operational corrections will be made that allow the control room to be transformed into a real "Operating Room" capable of absorbing and improving the tasks of general surveillance, to be experimented in medium security circuits but extensible to all types of institute, when awareness of a new professional being has spread to all organizational, general, regional and local structures. Therefore, the Operating Room, properly organized, will be able to coordinate the following activities:

- 1) coordinates ordinary penitentiary police operations, indicated in the various "delivery schedules";
 - 2) coordinates extraordinary police operations related to security needs, dealt with in the previous points, arranged with specific general and / or specific service orders;
 - 3) for both, it receives the related service communications and solicits them when they are not carried out;
 - 4) coordinates the requests for internal mobility of detainees reported with great and great surveillance for reported individual danger;
 - 5) coordinates the perimeter control activities;
 - 6) coordinates the entrances and exits from the porter's lodge of people outside the organization;
 - 7) coordinates the translation and guarding service for detainees reported to *very great* or *great* surveillance for reported individual hazards;
 - 8) coordinates the Institute's general or particular safety plan in the presence of classified critical events.
- In this way, the Operating Room can even support a different way of doing surveillance within the Institute by coordinating the mobile units specifically set up in the "open regime" departments, in implementation of art. 6 of the penitentiary law¹⁰.

With these organizational and management choices, the perspectives indicated in the current change path can create a different approach to the penitentiary law and to the new criminal execution process introduced with it, even recovering a more correct interpretation of the sense of space and time designed by the legislature of the Reformation, more adhering to the respect for the dignity of the person and the rights recognized to it.

Prison overcrowding and staffing problems in the Prison Police

On the 8th January 2013, the Court of Human Rights of the Council of Europe sentenced for the overcrowding of prisons in Italy. According to it, the Council published in Strasbourg, in fact: "Italy has one year to decide compensation measures for those citizens" victims of overcrowding in Italian prisons "", which the Court defines as "structural and systemic". It would be violated the art. 3 of the European Convention on Human Rights, which prohibits torture and inhuman treatment.

The European Court mentions the structural problems well known at national level and asks the authorities to take steps, within a year, to emanate measures that resolve the violations of the Convention relating to the overcrowding of prisons (borderline situations of 9 square meters cells hosting three people, for a total of 3 square meters each in the absence of hot water, with inadequate lighting). Since the 1990s, in line with the criminal control systems of countries such as the United States and Great Britain, there has been an exponential growth in the prison population. According to the Antigone Association, overcrowding was already present in 2001, with the ratio between tolerated and effective capacity of 43,000 places compared to 55,000 prisoners. With the issuing of the so-called "prison filler laws", Bossi-Fini on immigration and Fini-Giovanardi on drugs, there was a rapid relocation to prison of 10,000 units per year up to almost 64,971 in prison at the end of 2009. Always according to Associazione Antigone, which follows official estimates, the national average prison overcrowding is 150%, with a presence of 66,568 against a tolerable capacity of 45,849 people. Most of the detainees

¹⁰ Art. 6 of the Law 354/1975 – "Rules on the penitentiary system and on the execution of liberative and restraining measures" <http://www.ristretti.it/areestudio/giuridici/op/opitaliano.htm>

could actually take advantage of alternative sentences to imprisonment, since in execution of minor penalties, usually less than 3 years; taking into account the fact that at national level 22.3% of detainees who have entered liberty remain in prison for up to 3 days, these measures seem, to date, among the most valid to avoid congestion of already overcrowded structures. Overcrowding is therefore the main factor that triggers a series of phenomena which, in free fall, affect all those who experience prison in first person, not only the prisoner, but also the social-health workers and even more so the Prison Police. The Department of Prison Administration, as at 30 September 2012, reports a national under-staffing of around 10,000 units, distributed over the various internal qualifications, taking into account that the number of agents expected is obviously formulated based on the number of prisoners present

Burnout and organizational pathologies

As useful elements for defining some intervention strategies at individual and institutional level aimed to the empowerment, such as strengthening the factors of resistance and overcoming stress, reference was made not by chance to two levels of action: individual and organizational. The intervention to reduce stress must take place at these two levels, focusing attention on the so-called coping strategies at individual and team level. They are adaptive response methods in which targeted preparation and a modification of the organization's own mindset is required. These strategies are divided into two types: direct, aimed at eliminating sources of stress; indirect, designed to buffer the effects of stressful situations. Acquisition of psychological and relationship skills. Foucault argued that without adequate knowledge of society and individuals, the police cannot achieve the objectives they set, beyond the coercive force, the guardian is, in other words, the magistrate of the prison house¹¹.

In the sphere of the treatment of prisoners, this knowledge, over the decades, has been shared in Italy among some institutions: the Police, the Church and organizations active in the social sphere. However, relations between these institutions are not always full of collaboration. Agents often have the perception of relational distance with other operators. According to a survey conducted in the prisons of Emilia-Romagna, the greatest psychological relationship difficulties on which the Prison Administration should calibrate the training interventions are:

- a) the feeling of an operator who places himself on a level of superiority, as if to underline an aspect of territorial appropriation of the prison-place with respect to those who have full legitimacy, such as the agent
- b) the prisoner can sympathize with the educator and not with the agent, since he perceives him as the one who "has the power to get them out"
- c) the myth of the man from outside is revealed to resolve a situation for which one was incapable with one's own strength
- d) socially active organizations in prison can use the Penitentiary Police as a scapegoat to project their own destructive internal dynamics, blaming this institution and its operators

Therefore, the organizational relational skills that staff must acquire are as follows¹²:

- principles of emotional ergonomics: the individual cognitive and emotional systems find a synthesis that allows adaptation to the environment
- ability to encourage teamwork to foster the group atmosphere; increase to be able "to be", that is the ability in itself and the know-how, and encourage a non-utilitarian personal motivation
- relational professionalism, which is the ability to feel, to be present in the relationship, to know how to get in touch with the interlocutor, to understand requests, to manage interpersonal complexity, to negotiate conflicts. An example of the relativization of the guards' power is that the human bond between prisoner and vigilante is no longer linked to anomalous and isolated episodes as in the past. Rare occasions of fraternity from which the policeman in this case "deviant" had to return as soon as possible in deference to a dehumanizing and stigmatizing routine have become the practice today. From an operational point of view, it is necessary to operate on three levels: effective selection interventions capable of identifying personality traits consistent with the relevant competence profiles; personnel management policies; monitoring and maintenance of continuous training, all guaranteeing the "classic police" powers: observation power, information collection, identification and classification, power to

¹¹ Foucault M., *Sorvegliare e Punire*, Einaudi, Torino, 1993, p. 85.

¹² Soro G., Acquadro Maran D. (a cura di), *Competenze relazionali nelle organizzazioni*, Edizioni Libreria Cortina, Milano, 2008, p. 64.

exercise force, sanctioning power, in order to avoid the risk that the guardian uses in reaction an excess of arbitrariness towards the prisoner.

Counseling, peer groups and communication systems. Finn, during the research carried out at US prisons on the stress of agents and custodial officers, focused on some points, in order to develop essential intervention plans based on counseling and individual and group training. In the first place, according to the author, intervention teams must be created with a leader who knows how to detect both the occurrence of "critical accidents" over time, and those who are exposed to them within the penitentiary staff, activate a listening path, with a final debriefing.¹³

The creation of peer supporters, work colleagues trained to detect stressors and to intervene in critical events would be of considerable use, renouncing the presence of professionals outside the context in order to overcome resistance to help, since it's about people sharing the same context. Again according to the author, the possible strategies for dealing with stress are essentially two: external intervention with counseling by accredited professionals: psychologists, sociologists and other categories; creation of peers among staff with the following characteristics: authority and also the condition they are seen as people to whom colleagues already informally address when they have problems in general; they are appointed by superiors; ability to listen, to detect problems, to suggest solutions; ability to complete specific training. Armstrong and Griffin carried out research at some US prisons, comparing the presence of work stress among prison workers involved in the treatment of prisoners and prison guards¹⁴. The perceived causes of stress, excluding the fear of being subjected to violence, peculiar to agents, are the same between the two groups, as well as the factors of resistance to stress, which are also linked to individual (personality), organizational (the type of work organization, group support), structural (environment, structure). Staff with more seniority experience higher levels of stress, especially among supervisors. Those who perceive the danger of safety most have high levels of stress and this seems to be the main factor found in the research carried out by the prison guards.

The results suggest that the problems between operators derive from sharing the environment and that changing the environment can improve the conditions of both groups of operators. Another interesting field of research is aimed at testing the effects of training on penitentiary operators in relation to the job. Parker wanted to study the effects of the exposure of a group of prison guards in a maximum security prison in Indiana to a training of only ten hours on mental health and on the basic psychiatric principles inherent in possible working situations. The results were surprising, since comparing the violent episodes between prisoners and guards in the nine months before training and in the following nine months, these had decreased by almost a third in the second case. Mental health training has therefore contributed not only to protecting prisoners from violence, but the guards themselves from being subjected to it by prisoners, especially those who engage in aggressive behavior due to psychiatric or psychological problems, with a large presence in any prison¹⁵. In a 2006 study involving the families of prison workers, in order to quantify the family repercussions of work stress, Lambert and Hogan¹⁶ found that the communication and organizational aspects of the working section they belong to are fundamental. The authors limited the significance of the impact on the operator's family climate to 5 factors: being a prison guard with daily contact with prisoners; have supervisory tasks, which often put them in contact with less motivated and lax staff; high degree of daily exposure to danger; organizational inequity; monotony of tasks and, most important from a statistical point of view, role ambiguity. An important factor in the production of work stress has also emerged, namely the lack of correlation between work inputs in the form of information, communications, observations and the formulation of operational decisions in terms of actions, a fundamental node of organizational behavior.

¹³ Finn P., *Addressing Correctional Officers Stress: Programs and Strategies*, National Institute of Justice, Washington DC, 2000, pp. 67-77.

¹⁴ Armstrong G.S, Griffin M.L., "Does the job matter? Comparing correlates of stress among treatment and correctional staff in prison", in *Journal of Criminal Justice*, n. 32, 2004, pp. 577-592.

¹⁵ Parker J.F., "Impact of a Mental Health Training Course for Correctional Officers on a Special Housing Unit", *Psychiatric Services*, 2009, p. 641.

¹⁶ Lambert E., Hogan N., "Possible Antecedents of Correctional Staff Work on Family Conflict", *Professional Issues in Criminal Justice, Volume 1*, n. 2, 2006, pp. 1-18.

Conclusions

Operators are not and do not want to be considered as mere executors of a higher will, but aspire to a professional recognition and to perceive themselves as active operators, with a view to raising awareness and mediation between prisoners' needs e Institute regulations.

Prison is a community with its rules and its paces, where, together with the prisoners, many professional figures coexist, including two who are the main ones: a military one, the police, and the socio-sanitary ones (doctors and educators, psychologists). These organizations are submitted, like all others, to some organizational mechanisms that guarantee the internal order and can be subordinated to behavioral pathologies in some borderline situations.

The understaff is caused by problems in the organization of the government's criminal policy, related to the management of the staff and to the reduced effectiveness of the relationships with the trade unions. In a situation of organizational shortage, emerge the capabilities of the individual operator, his interest, his determination in carrying out the work, but these aspects risk to be nullified by the organizational structure itself.

It also takes a lot of effort to appreciate the police work in prison of the Penitentiary police outside the prison, according to the public opinion, which still underestimates the work effort of the agents. In other words, the institution must promote itself, from the perspective to strengthen the sense of self, of the group, in the renewal of the spirit of the body. The improvement of the Penitentiary police conditions is therefore only possible if different variables will be activated, some of which are external to the organization itself, but not less important, among which we highlight the following¹⁷:

- Legislative changes (decriminalization of crimes, measures alternatives to detention, custody review precautionary)
- Improvement of working environments (adaptation and restructuring of prisons)
- Interventions outside the Administration (psychological support in collaboration with public bodies in charge)
- Professional training (increase simulation programs for critical events, emergency management, study of international rights legislation humans, team work on burnout)
- Union action (sharing of real problems and not simply adherence to particularistic interests, wage claims of operating staff in prisons)
- Relationship with the media and opinion public (care of the external image activity in prison, openness to opinion public, transparency, greater ability to self-criticism).

¹⁷ M. Baudino, *Prison police between prison overcrowding and burnout: the internal debate*, Journal of Criminology, Victimology and Security - Vol. VIII - N. 2 - May-August 2014.

From Google Scholar

Author, year, country	Baudino, Marco (2014) Italy
Research or Program / Project design / Policy or legislation	Social sciences
Abstract	This article tackles the problem of operational and professional management of Italian Prison Police Corps starting from the present precarious situation of the Italian prison system. It analyses some factors such as prison overcrowding (with an examination of recent data); the shortage of prison staff; the organisational pathologies of a closed system; the individual and organisational burnout, paying particular attention to the issue of suicide within the Prison Police corps. The article ends with a review of some articles published in the official electronic journal of the Italian Prison Police ("Le Due Città" – "The Two Cities") in order to understand the institutional debate over the problems of overcrowding, burnout, and suicide within the penitentiary administration.
Conclusion(s) of the paper/program /projects	Learning points that we can use when designing the website and career guidance materials. Concretely: obstacles, difficulties and good practices, training materials, websites, some relevant data on human resources in corrections

Author, year, country	NINO ANSELMINI, DANIELA ALLIANI, FRANCESCA GHINI, 2014, Italy
Research or Program / Project design / Policy or legislation	
Abstract	Suicide in detention environment is a phenomenon that affects both prisoners and operators, especially prison service. Currently, in terms of suicide prevention, the interest is shifting from an etiology essentially endogenous to exogenous factors, seeing as the criticality of system has its origin in the lack of knowledge of the "detained person". This work neglects statistics and detection models to look at all

	those behaviors that are part of suicide, although the suicidal act is not genuine. This view allows to identify areas of risk and it is not just for have a look over “the death event”. Aware that no definition is enough to shed light on this phenomenon where subjectivity is elusive, we must always bear in mind the behaviors that precede it and exogenous and endogenous factors. To better understand the phenomenon of suicide in prison it is necessary to be aware of the action that a “totalizing institution” has on the individual.
Conclusion(s) of the paper/program /projects	
<p>Learning points that we can use when designing the website and career guidance materials.</p> <p>Concretely: obstacles, difficulties and good practices, training materials, websites, some relevant data on human resources in corrections</p>	<p>Now with dramatic regularity, month after month, year after year, the prison chronicles give us an impressive picture of despair that requires answers that can no longer be postponed. Almost all suicides are not related to the desperation of those who know they have to spend many years in prison, but rather to the anguish of a present that more often than not means denial of human dignity, absolute lack of listening, overcrowding. Suicide represents a dysfunctional element of profound discomfort for both prisoners and prison staff and is indicative of the difficulties that the prison administration encounters in its institutional mandate to protect the prisoner's health and safety. In recent years, not only the penitentiary institute, but also the WHO have worked to implement a penitentiary suicide prevention program in relation to the complexity of a subjective and objective nature. Prevention of suicide in prison begins with the knowledge of the prisoner, the awareness of the action that the totalizing institution has on the individual, the care of the structures, the adequate training of prison staff, in particular of the agents who are in the first line and therefore more facilitated in the identification of behavioral signs of suicide risk indicators. The prison police officer must be prepared for observation and dialogue, to work with empathy and work around the restriction barrier in a more humane relationship. There can be no prevention without a more engaging vision that guarantees the integration of the different services.</p>