



DACUM Workshop Report

Germany

CCJ4C

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Description of the Event

Date and place

The National DACUM Workshop was organised in Germany by the Bremen Senate of Justice and Constitution. Due to the ongoing pandemic situation related to COVID-19, the event took place online, using the platform Zoom and the tool “Jamboard”.

The National DACUM Workshop had been organised in two parts as follows (see the Agenda attached):

- Day 1: 05.05.2021, between 09:00 – 12:00 focused on the current characteristics of the professional role of prison officers
- Day 2: 06.05.2021, between 10:00 – 13:20 focused on challenges and needed adaptation for the role’s future.

Before the workshop, there has been a preparatory meeting between the Senate of Justice and Constitution as well as three preparatory meetings with the facilitator.

Context

The state of Bremen has two prisons overall. The detention facilities in Bremen include all types of detention. A total of around 400 people work in Bremen Prison, situated in the city of Bremen. The prison has a total of 724 detention places available. As there is a continuous change in societies regarding socio-political developments, the prison system is required to adapt to this in training content and thus ensure the expansion of knowledge of its employees regarding newly emerging issues and challenges in prison. Therefore, we tried to recruit as broad a selection of employees from as numerous facilities in northern Germany as possible, in order to get a representative impression from the practice and thus to get the best possible insight into current challenges in training and education in relation to the professional everyday practice in the prison system.

Participants

In order to ensure a broad overview on training contents and needs, as well as challenges in everyday work, we invited professionals with differing job profiles from three different prisons in northern Germany (Bremen Prison, Bremerhaven Prison, Lübeck Prison). Professionals invited are from the general enforcement service, Psychological service, as

well as educating roles with the school for the training of prison officers. Most participants are correctional officers, coming from different departments and prisons, some are educators, and some have a background in human resources within the prison system. The majority of the participants have a professional experience of 10-25 years.

Organisation

The facilitator of the workshop was André Galdia, the deputy director of the administrative school in Bremen, that is responsible for the school-theoretical training in professions in general administration and justice administration at the middle functional level. He has been supported by Ivo Lisitzki and Clara Müller from the Senate of Justice and Constitution.

The workshop started in plenary with a welcome by the head of the division of the Senator for Justice and Constitution. This was followed by an introduction to the project, its goals and the overall contents of goals of the DACUM workshop. The participants were then asked to complete a zoom survey regarding their expectations of the workshop.

For the brainstorming phase, the participants were divided into three groups of 5 participants each. They were able to record their first results in assigned “jamboards”, which were then compiled in a subsequent plenary discussion.

The organisational process of the second day has been organised in a similar way, with the exception that the results of the previous day were discussed again with the participants before the start of the second brainstorming phase and prioritised according to time, importance and difficulty.

First evaluation: Expectation

The expectations named by the participants were mainly:

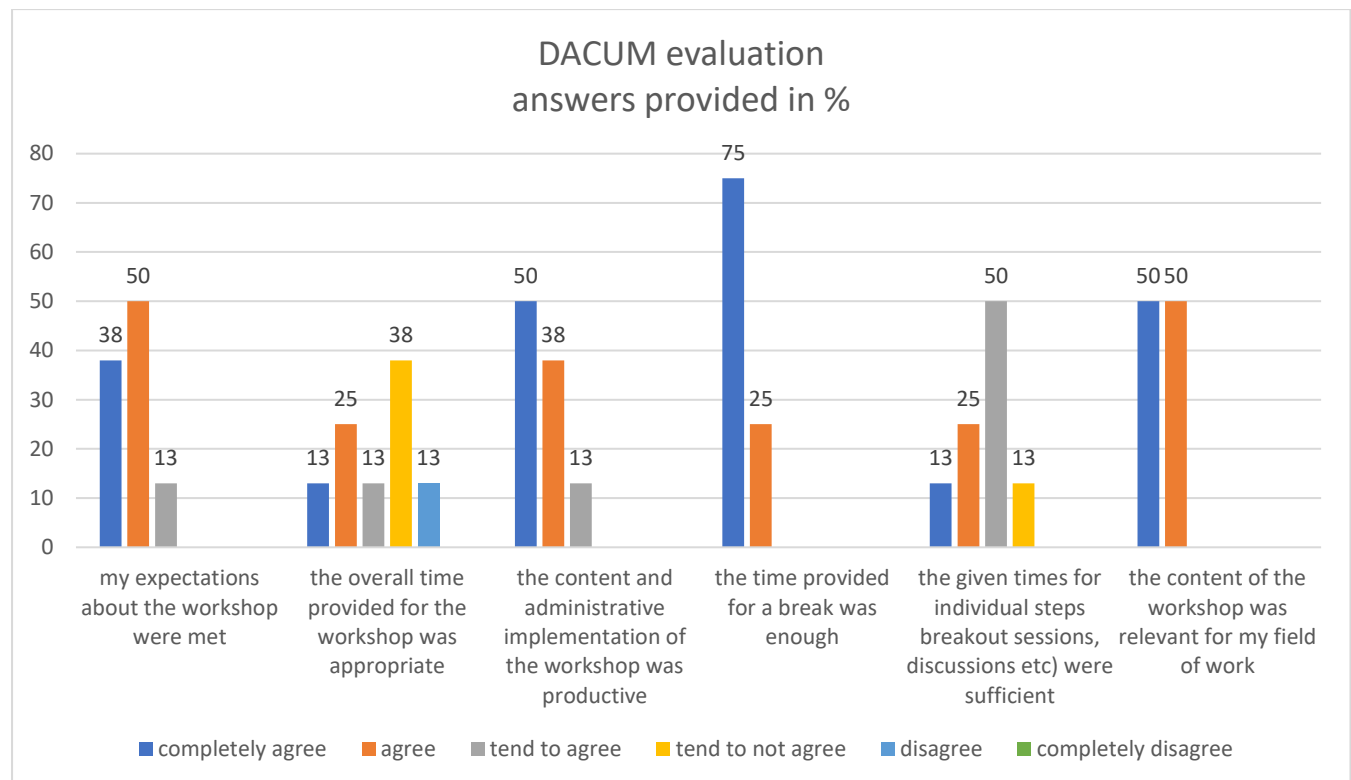
- Opportunities and needs for specific training not covered in initial training
- common solution approaches for upcoming and specific challenges
- Assurance and development of quality standards as part of the initial training
- Learning of other approaches regarding specific issues and challenges (“what works”)
- Opportunities to improve the contents of training

Final Evaluation

At the end of the activity, the participants were asked to evaluate the content, as well as the overall organisational aspects, of the workshop.

The participants were overall very satisfied with the workshop and its topic. In addition, they mostly confirmed the high relevance of the topic for their everyday work. However, most

participants mentioned that the time provided for the overall workshop was less. Specifically, the time for discussions amongst the participants regarding specific, daily work related, issues that came up in breakout sessions and/or general discussions, has been described as not sufficient.



DACUM WORKSHOP, Senator of Justice and Constitution Bremen

ZOOM ONLINE MEETING – 5/6 th of May 2021

Current job

Current Job	Current duties	Current tasks	Current skills/competencies	Current behaviour	General knowledge	Specific knowledge	Existing training
<i>Prison officers</i>	Handling/treatment of prisoners	Specifically dealing with differing languages, religions and cultures in relation to dealing with prisoners	Intercultural competence through specific training	Interculturally aware; to motivate, encourage, support creating positive perspectives for the future	Social skills	Intercultural competences	“Legato” training regarding radicalisation; intercultural training
<i>Prison officers</i>	Self-care/Resilience	Work-Life-Balance/health and safety/staying (mentally	Aftercare	Dynamically react to issues and crisis, dealing with critical and	Knowledge about instruments and support structures	Knowledge about needs of supporting structures, recognising	Trainings do not really exist. If at all, intern offers/collegial assistance/support. No

		and physically) healthy		challenging situations	available in aftercare	existing/specific demands	structured/institutionalised help and support
<i>Practical trainer</i>	Educational training / training of (new) staff	Providing special trainings; enhancing core competencies	Continuous updating and development of specific specialised knowledge (in relation to special issues and basic knowledge) continuously	Communication skills, being a role model, specific professional knowledge, content-related to specific cases from experience and professional practice („not everything is taught in theory“)	Knowledge about the needs regarding practice related procedures as well as the opportunities to make use of them in training	Knowledge about practical needs in everyday professional practice	Existing part of the general structured training for prison staff
<i>Prison officers</i>	Further (specialised) training	Participation in further trainings, Choosing a suitable and productive training	Implementation of training contents; recognising needs in training,	React dynamically in regard to newly emerging topics, issues	Communication skills	Recognising needs regarding newly emerging topics and challenges	Further training in regard to specific topics with a relevancy for every professional practice

			accepting existing training	and challenges		(i.e radicalisation, mental health, digitalisation)	
Prison officers	Guaranteeing health, safety and order	Control of security aspects/ensuring a smooth overall process/self-protection as well as protection of prisoners	Urine control, escorted leave, security measures, cell controls	Safeguarding safety and ongoing practice	Awareness of occurring critical situations, awareness of the structures and theoretical knowledge of dynamic security	Theoretical background and knowledge of dynamic security	Theoretical and practical training in maintaining security and order
Prison officers	Administrative work	Cooperation with others,, ensuring basic services, applications and statements	Processing applications , correspondence with other (involved) authorities and	Filling out checklists, observation sheets and statements, basic administrative work (filling out	Knowledge about administrative needs and processes	Knowledge about the implementation of requirements in practice as well as other relevant	During practical phases, daily duties are discussed in detail. Trainees are prepared for their daily professional routines

		institutions, daily routines	specific tables etc)		positions and instructions	
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Challenges

Challenge 1 Radicalisation and radicalised inmates

Challenge 2	Inmates with mental disorders and “troublemakers”
Challenge 3	Generation conflicts / education
Challenge 4	Elderly inmates
Challenge 5	Specific challenges such as for instance the pandemic situation
Challenge 6	digitalisation
Challenge 7	Interculturality

Future job

Future Job	Future Duties	Future tasks	Future Skills /Competencies	Future Behaviours	General Knowledge	Specific knowledge	Training needed
Radicalization and radicalized inmates	Dealing with people who are in a process of radicalization	Content-specific treatment of these inmates	More knowledge about cultural specifics, value images; Cooperation with cooperation partners	Adaptation of existing processes and expansion of Skills related to radicalized inmates		Cooperation with other partner institutions	Guides and training courses on various phenomena within radicalization
Inmates with mental disorders and troublemakers	Dealing with inmates who are having psychological or psychiatric issues as well as dealing with inmates that are troublemakers	Dynamic handling of the challenge of dealing with prisoners with mental disorders	More theoretical knowledge about the "correct" way to deal with inmates, so far almost exclusively from professional practice	Adaptation of the exchange and expansion of the information content about and with other involved institutions	Knowledge about mental disorders as well as theoretical knowledge about networks, helping structures	Existing and relevant networks that can be involved	Specific training on the possibilities of dealing with the inmates and networking with other relevant actors in the field

Generation conflicts / education	Induction of new employees	Better integration of new and young colleagues into the team	Improve the quality and practical knowledge of new colleagues	Social component of "growing together" and getting closer	Guide / checklist of important work content for new colleagues	Dealing with stressful situations among colleagues; to react to exceptional psychological situations with colleagues	
Elderly inmates	Handling / caring for lifelong prisoners	Mental stress in relation to lack of perspective for discharge perspective	Dealing with the danger of suicide/ suicidal thoughts of inmates	What do retirees do in custody?	Care of elderly prisoners	Special accommodation situation in detention / e.g. specially designed detention room etc.	
Specific challenges such as for instance the pandemic situation	Dealing with the pandemic situation and the specific challenges	Extended areas of responsibility, higher requirements that have nothing to do with the actual role	Dynamic reaction to very specific challenges in the shortest possible time as well as dealing with the emotional instability caused by events like COVID-19	Memorising the strategies and tools to handle previous crisis.	Crisis management	Crisis management and dynamic processes	Organization-theoretical processes, training for global / national / local crises, spontaneous reaction

digitalization	Digitization / implementation of technology	Dealing with EDP, implementatio n of technical solutions	Confidence and routine in dealing with technology and digital solutions	Replacing manual tasks with technical processes	Understandin g of technology and applications	Confidence in using applications	EDV / PC driver's license
Interculturalit y	Interculturality and integration	Dealing with cultural differences, language barriers and "dangerous corps spirit"	Intercultural skills, breaking down reservations, sensitivity		Intercultural skills, languages, background knowledge		Reduction of prejudices, intercultural competence,

DACUM workshop Agenda

1st day

5th of May 2021: 9.00-12.00

Topic of the day:

Current characteristics and features of everyday work

1. **9.00 – 9.15 Introduction and presentation of the projects**
Dr. Alexander Vollbach (head of department), Ivo Lisitzki, Clara Müller – Senator of Justice and Constitution
2. **9.15 – 9.30 Introduction of participants**
Facilitator: Andre Galdia deputy director of the administrative school in Bremen
3. **9.30 – 10.30 First session incl. breakout sessions in small groups**
4. **10.30– 10.45 comfort break**
5. **10.45 – 11.15 Compilation and classification of the breakout session results**
6. **11.15 – 11.45 Prioritising of the results regarding their importance**
7. **11.45 – 12.00 Summary and conclusion of the 1st day**

2nd day

6th of May 2021: 9.00-12.00

Topic of the day:

Identification of challenges, their influences and necessary adjustments

- 1. 9.00 – 9.15 Short overview of the outcomes and results of the first day**
Facilitator: Andre Galdia deputy director of the administrative school in Bremen
- 2. 9.15 – 10.15 breakout session in small groups and plenary**
- 3. 10.15 – 10.45 Conclusion and classification of results**
- 4. 10.45 – 11.00 Comfort break**
- 5. 11.00 – 11.45 Prioritising of results**
- 6. 11.45 – 12.00 Summary and conclusion of the overall workshop**
- 7. 12.00 Closing remarks**

Annex: DACUM Quality Performance Criteria

Following Norton's (1997) DACUM Quality Performance Criteria, the CCJ4C Consortium produced the following adaptation, resulting in a simplified version of the checklist. Partners should fulfil this evaluation after the implementation of the workshop.

Criterion Statements	Yes	No	NA
The DACUM panel was structured as follows:			
a) A total of 5-12 expert workers were selected	X		
b) A majority of the expert workers were actual correctional officers (rather than technicians or managers)	X		
c) Committee members were geographically representative	X		
d) Members were able to participate during the entire analysis	X		
e) A working occupational title and definition was used to guide the panel member selection			
The facilitator possessed thorough knowledge of occupational job analysis procedures, valuable skills in group dynamics, as well as a thorough knowledge of the professional role of prison officers	X		
The DACUM workshop adhered to the theoretical conceptualisation (all steps were fulfilled)		X not entirely	
The DACUM chart produced contains duty and task statements adhering to the theoretical conceptualisation	X		
The DACUM research contains:			

a) A list of the general knowledge and skills required of workers	X		
b) List of worker behaviours desired	X		
c) List of tools, equipment and supplies used	X		
d) List of future trends/concerns	X		
The DACUM research chart contains descriptive identification information, including:			
a) Name of the developing organisation	X		
b) Name and affiliation of the panel members		X	
c) Name and affiliation of the facilitator		X	
d) Location of the workshop / tool used in online format	X	X	
e) Dates of the workshop		X	

Annex: List of participants

	Participant	Organization	Profile
1.	Andre Galdia	deputy director of the administrative school in Bremen	Facilitator
2.	Dr. Alexander Vollbach	Senator of Justice and Constitution	Head of department
3.	Clara Müller	Senator of Justice and Constitution	Support facilitator
4.	Ivo Lisitzki	Senator of Justice and Constitution	Support facilitator
5.	Rene Wolken	Bremen Prison	Prison officer
6.	Alexa Freter	Bremen Prison	Psychological service
7.	Christian Scholly	Bremen Prison	Prison officer / educator
8.	Sebastian Kreuder	Bremen Prison	Prison officer
9.	Lars Dietze	Bremen Prison	Prison officer / educator
10.	Marcus Borkow	Bremen Prison	Prison officer
11.	Bastian Hattesoht	Bremen Prison	Prison officer
12.	Ralf Reinberger	Bremen Prison	Prison officer
13.	Nicole Pitrasch	Bremerhaven Prison	Prison officer
14.	Ole Carstens	Lübeck Prison	Head of Prison
15.	Matthias Gottschall	Bremen Prison	Prison officer
16.	Tim Pichura	Lübeck Prison	Prison officer

Annex: signed confirmation of participation



DACUM Workshop Outline

Indicative Guidelines