



CORRECTIONS
CAREERS

CCJ4C

Prison policemen career management and profile of competencies



13th of October 2021



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Content:

- 1. Event brief presentation**
- 2. Main discussion**
- 3. Conclusions and proposals**
- 4. Evaluation**
- 5. Communication**
- 6. Annexes:**
 - a. Presentation**
 - b. Participant's list**



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Event brief presentation

Duration: 4,5 hours

Location: Bucharest, Hotel Union Plaza

Date: 13th of October 2021

Objective of the event: Prison policemen career management and profile of competencies

Working language: Romanian

Agenda:

09 ⁴⁵ -10 ⁰⁰	Participant's registration
10 ⁰⁰ -11 ³⁰	<ul style="list-style-type: none">• Introduction of participants• Project and results presentation• Prison service career approach• Challenges and opportunities in operative sector
11 ³⁰ – 12 ⁰⁰	Break
12 ⁰⁰ – 13 ³⁰	<ul style="list-style-type: none">• Prison career management: competencies profile• Competencies profile validation• Conclusions
13 ³⁰ – 14 ³⁰	Lunch

Participants (see the list attached):

- Partnership: NTP team members
- National Administration of Penitentiaries: Director of Human Resources Directorate, Director of Prison Security and Regime Directorate, Head of Prison Security Service, Head of Human Resources Service,
- National Trade Union of Prison Policemen: Local Trade Union Leaders from the following penitentiaries: Jilava, Rahova, Giurgiu, and the headquarter
- Prison units: prison policemen – HR Department from Jilava and Rahova
- Prison policemen from Rahova and Jilava penitentiaries



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Short description of the event:

On 13th of October 2020, we organized the Workshop regarding Prison policemen career management and profile of competencies directly linked with the DACUM workshop which is envisaged to be organized within CCJ4C project. Having in mind that SNPP organized previously one DACUM workshop¹ focused on the competencies of the Romanian prison officers, the objectives for this one workshop were to:

1. discuss with the main stakeholders of the Romanian prison service the career management of the prison policemen from operative sector and the profile of competencies.
2. Debate over the competencies previously identified and to validate the profile of competencies.

To ensure heterogeneity of the group and to allow different perspectives over the debate, the participants were: prison agents (5 to 15 years' experience) from closed and semi open prisons, middle management officers, prison trade union leaders, HR and training officers, directors of security and HR directorate, managers from HR and Prison Security. Each of them provided its own perspective over the subject.

After a short presentation of the participants, the organizers briefly presented the project and the results obtained so far (see presentation attached), to inform the participants over our approach and introduce them about discussion.

Main discussions:

The debate was opened by the director of Human Resources Directorate which made some statements regarding the dynamic of the staff and the recruitment process. The number of staff in Romanian Prison Administration is constant, nearly 12.300 employees out of 16.000 available positions even though a massive hiring process was implemented. Only in 2021 more than 2000 people were directly hired, based on contests.

The huge dynamic of the staff (now more than 40% of the employees are less than 5 years' experience) was caused by the massive wave of retirements. Yearly, more than 1000 persons

¹ See attached the result of the DACUM workshop





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decide to retire and at the same time the schools dedicated to prison service (Police Academy and National School for Prison Police Agents) ensures less than 500 graduates.

Regarding the massive wave of retirement, it was mentioned that one of the reasons is the lack of certainty over the carrier (rumors regarding changes over the mandatory service years, modification in payments, etc) but at the same time it was indicated as being caused by the work climate, tensioned relations with colleagues and superiors etc. Currently the Human Resources Directorate is conducting a study regarding the reasons for early retirement. **(Investment in working environment needed/ relation with coworkers).**

The early retirement and massive number of hiring contests highlighted a new problem: the employees that are members in contest commissions do not have the necessary expertise to evaluate (high number of contests imply a high number of commissions). **It is needed investment in the training of the contest commissions to guarantee a good process of selection.**

Pandemic situation blocked the admission and pension and the generation that was trained in the National school was online which also brought an impact on the competencies. (More practical training is needed than theoretical training).

Having in mind the dynamic, the medium age of Romanian prison policemen is now 38 years and it is necessary to organize a lot² of contests in order to occupy the vacant positions. The lack of resources determines also a diminish of the exigency to admission to the profession – this being the first reference to the competencies. The newcomers are from a different generation, most of them well educated but will very little “life experience”. Therefore, it is of outmost importance the induction training – which nowadays was reduced (as a pressure from the trade union) to 6 months instead of one year. (The pressure came from the lack of human resources and the need that the newcomers to fully work).

Analyzing the number of candidates/positions and the process of selection become clear that after filling all open positions, 10% of the final contestants have admission grades. **One proposal would be to consider them as a backup graduates and if in the next 3 years a position become vacant to be consider for direct appointment.**

Another way of creating a pool of potential leaders is to organize contests like a training final stage for different occupied positions and to have an immediate solution of replacement when the position become open (vacant).

² In 2020 we had 26.000 candidates applying on 2000 positions. (10-12 candidates/function)





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One of the participants spoke about the lack of information/ description of tasks for the job of prison officers and the fact that it is expected from one newcomer to be able to work in different position: security, wing, transfer etc. It would be desirable to start working in certain field and to gain skills before being assigned in new posts. *(For instance, if you work on transfer to be trained before being assigned on the wing as a guard not to receive the mission without prior preparation.)* **A realistic job description should be done for the open positions. (Currently the job description refers to all the jobs that can be done in security and regime sector).**

One proper and realistic description of the tasks involved by one vacant position would determine a better match between the requirements and the profile/competencies of the candidates, leaving later room for career management.

Currently in the Prison Security and Regime Directorate they are developing competencies standards for all the position in the directorate.

The lack of resources implied a reinterpretation of the procedures: the tasks were completed with the minimum of resources instead of the optimal resources. Lack of security/ assuming a high degree of risk involves a bigger pressure on the employee and some undesired results (burnout for ex).

The recruiting process was changed during the last years: social media instead of newspapers, presentations in malls, public spaces etc. This was proven as success (100.000 views of the announcements in cases of contests announcements/ 24h)

In the same time the recruitment for the schools (Academy and National School) is not raising a real interest. People prefer to go to contests than to access the schools (to gain 1-3 years of activity).

Also, it is mentioned that the option in schools is oriented to other profiles, prison being the last choice (candidates with the smallest points).

The debate over the competencies of the newcomers continued with the remark that they possess the same competencies as the ones that enter in the other defense institutions: police, army, intelligence etc. The major difference is regarding the induction process and the orientation of the process for acquiring certain competencies.

According with NAP General Director Decision nr 798/2021 the prison service established the competencies that one debutant employee should possess after the 6 months of





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training.³ The competences mentioned in the decision are the minimum, general ones, that allow employees to occupy a function.

The debate had also continued starting from the definition of competencies:

“Professional competence - the ability to apply, transfer and combine knowledge and skills in various work situations and environments, to perform the required activities in the workplace.”

Participants agreed that in the 6 months of training the newcomers will gain the knowledge, but their skills will not be at satisfactory level. Their competencies will be theoretical – but they need continuous training to rehearse their skills.

One specific problem is the stability in/on unit/team. For example, Rahova prison is a gate to admission in system for prisoners and for staff. A lot of staff that is assigned to work in Rahova will ask to move to their country sides. **It is needed an update procedure for distribution of graduates to units.**

Regarding the competencies acquirement process for the prison policemen that works in the operative sector, the following were mentioned:

- Due to current wave of staff renewal, it is missing the cohesion among coworkers. They did not get the chance to work together but they need to cooperate to do the tasks. The only teams that are cohesive are the intervention teams because they work and train together. **Future investment should be done in working climate and group cohesion, leaders having a huge role in this.**
- There is currently in place a training program addressed to the prison policemen that works in operative sector: Training module for operative sector. The training is developed to be implemented for 4 years (5 days training course for officers and 10 days course for prison agents). The training is developed in a friendly manner, based mostly on exercises and practical situations (including movies done in prisons) and address, among others, to the following topics:
 - Dynamic security with special focus on communication and conflict resolution
 - Radicalization of inmates
 - Mental disorder inmates
 - Leadership

³ See the Decision nr....





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- Time management
- Emotional Intelligence
- All the security and regime jobs requirements.
- First aid
- Self-defense, control and restrain.
- Use of equipment.

During the 4 yearly training sessions the trainees are familiarized and exercise task accomplishments from all positions in the security field. In the first stage 20 national mentors were prepared, then regional mentors and around 300 trainees. This training it will be accessed by all the workers in the security sector – allowing them to have the same training no matter the prison unit or the source of the employee (prison schools or external).

Besides the competencies developed addressed by the training course the participants indicated as an added value the creation of the common identity of the trainees (belonging to the same group) and the existence of mentors that can be reached (the trainees remain in connection after the training.)

The training mentioned is also in accordance with the provision of Minister of Justice Order nr 3513/C/2020, art. 69 and art 71:

Prison police officers who work in direct contact with detainees, regardless of their field of activity, participate in professional training programs in the field of communication, psychology, and personal development, with a maximum duration of 3 consecutive days, at least twice a year.

The specific training activities for personal safety and specialized intervention will take place in training sessions in the first three quarters, lasting 8 hours per quarter, structured as follows: 2 hours of specialized training, 1 hour of specialized intervention, 2 hours of personal safety, 2 hours of physical training and 1 hour of assessment performed by the designated lecturer/trainer.





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Conclusions and proposals:

- The mentions to prison policemen career should be done having in mind the following stages:
 - o Recruitment/initiation
 - o Development
 - o Retirement

Each stage should target specific competencies development and specific guidance, the list of competencies mentioned in the NAP General Director nr 798/2021 should be revised.

- The career in prison service should be seen as ascendent career (superior positions following the current position) or linear career (same position). Each type will need a customized counseling.
- The provision of the actual statute should be changed, having in mind that the provisions regarding contests and career are rigid and leaves no room for innovative solutions.
- The recruitment process should be improved in the sense that:
 - o The contest commissions should benefit of training.
 - o The system needs to build a pool of candidates for external contests (with those that got passing grades) and for management position (using contests even that the functions are not vacant).
 - o Realistic and precise job descriptions should be conceived to better match the candidates with the functions
- The process of distribution the school graduates to units should be revised.
- Programs of developing better work climate should be proposed in the future and investment in working environment is needed.
- The actual program addressed to security sector should be supported and improved and investment in a mentor/mentee relation should be developed.



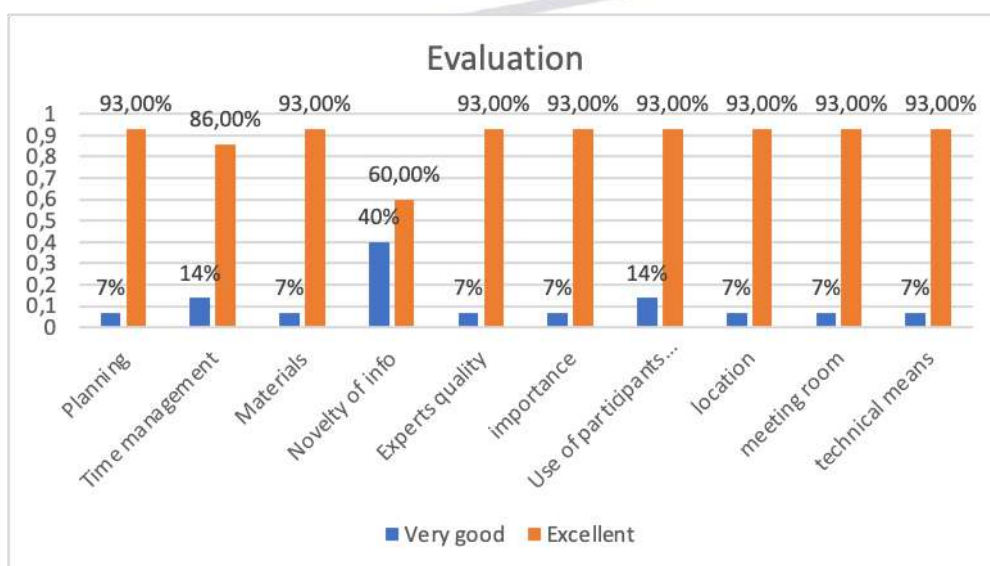


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Evaluation:

All the participants were asked to complete a satisfaction questionnaire to evaluate the session under the following dimensions:

- Planning
- Time efficiency
- Quality of the content
- Novelty of the information
- Experts' competences
- Relevance
- Use of participants expertise
- Location
- Meeting room
- Technical means



The meeting was appreciated as being relevant, but the participants felt very engaged and some more time would be needed to go in depth of the subjects. In fact, this was suggested by the participants (to organize new future sessions on similar subjects), most of them willing to be involved in future session and/or in the implementation of the solutions proposed.



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Communication:

The activity was presented on the website of the partner: <https://snpp.ro/workshop-ccj4c-despre-ghidul-carierii-politistului-de-penitenciara-13-10-2021/>



Workshop CCJ4C – despre ghidul carierei politistului de penitenciara (13.10.2021)

"Managementul carierei poliștilor de penitenciara și profilul competențelor" / "Career's
management of prisons' policemen and skills' profile"

Cătălina Andrei | 13 octombrie 2021 | Un comentariu

13.10.2021

RO

Conform activitatilor prevazute in cadrul proiectului CCJ4C – European Career Counseling Guidelines for Staff Working in Criminal Correctional Justice System, in data de 13 octombrie 2021, a avut loc o activitate organizata de Sindicatul National al Politistilor de Penitenciara (SNPP), partener in cadrul acestui proiect, alaturi de alti parteneri din 6 tari europene, reprezentand administratii penitenciare, asociatii profesionale sau organizatii nonguvernamentale.

Evenimentul, intitulat "**Managementul carierei poliștilor de penitenciara și profilul competențelor**", a inclus pe ordinea de zi subiecte precum abordarea carierei in sistemul penitenciar, provocari si oportunitati din perspectiva sectorului operativ, managementul carierei poliștilor de penitenciara (profilul competențelor prin metoda DACUM), validarea profilului competențelor, precum si concluzii sau dezbateri pe teme de interes ale participantilor si obiectivului proiectului.

Activitatea a fost interactiva, iar participantilor le multumim pentru implicarea activa!

13.10.2021

EN

According to the activities provided within the CCJ4C project - European Career Counseling Guidelines for Staff Working in Criminal Correctional Justice System, on October 13th, 2021, it took place an activity organized by the National Trade Union of Prisons' Policemen (SNPP) - partner in this project, together with other partners from 6 European countries, representing penitentiary administrations, professional associations or non-governmental organizations.



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

Perspective ale carierei în domeniul corecțional



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09 ⁴⁵ -10 ⁰⁰	Înregistrarea participanților
10 ⁰⁰ -11 ³⁰	<ul style="list-style-type: none">• Prezentarea participanților• Prezentare proiect și activitate• Abordarea carierei în sistemul penitenciar• Provocări și oportunități din perspectiva sectorului operativ
11 ³⁰ – 12 ⁰⁰	Pauză
12 ⁰⁰ – 13 ³⁰	<ul style="list-style-type: none">• Managementul carierei polițiștilor de penitenciare: profilul competențelor – metoda DACUM• Validarea profilului competențelor• Concluzii
13 ³⁰ – 14 ³⁰	Prânz



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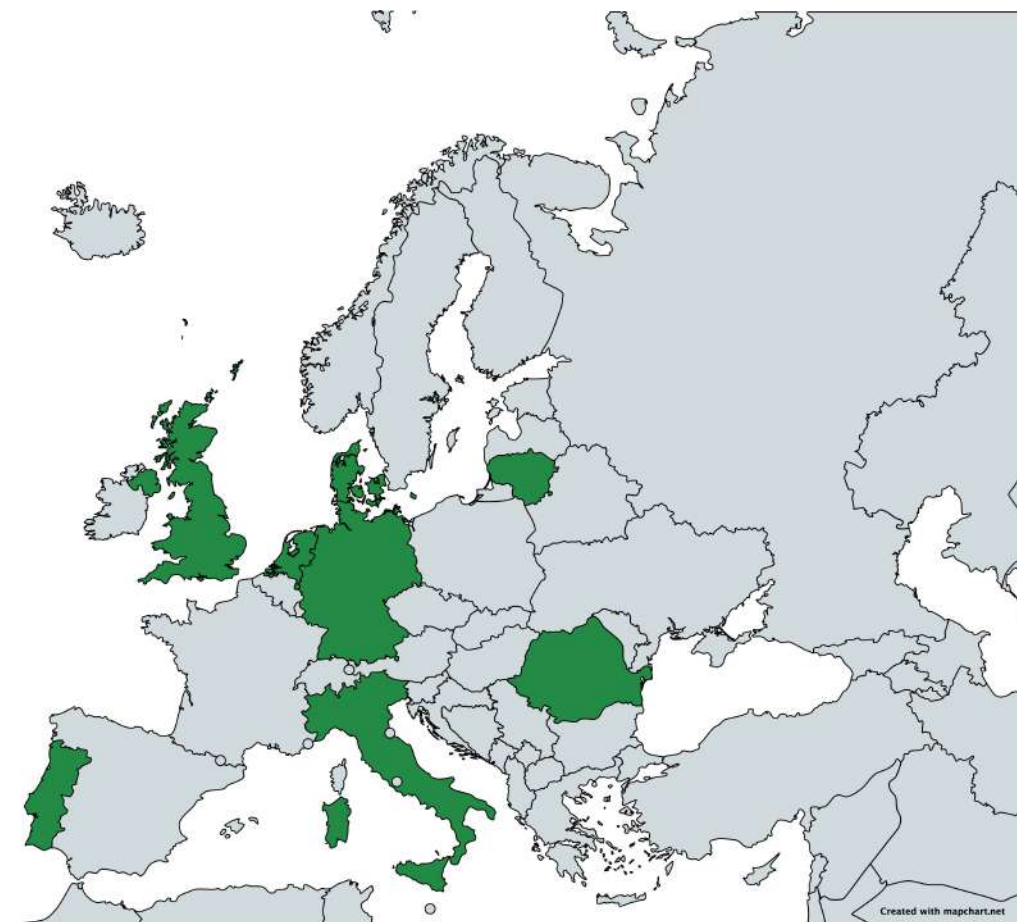


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1. Centrul pentru Promovarea Învățării Permanente Timișoara
2. Sindicatul Național al Polițiștilor de Penitenciare - ROMANIA
3. Penitenciarul Timișoara - ROMÂNIA
4. Bremen Ministry of Justice and Constitution - GERMANIA
5. General Directorate Of Prisons And Detention Houses - TURCIA
6. CEIPES - ITALIA
7. QUALIFY JUST - PORTUGALIA
8. Baltic Education Technology Institute - LITUANIA
9. ICPA Office in Europe - OLANDA
10. York Associates International Ltd - MAREA BRITANIE
11. BrainLog – DANEMARCA

Perioada de derulare: 01.01.2020-31.12.2022

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Dezvoltarea, testarea și stabilirea unei metodologii de lucru pentru începerea sau îmbunătățirea procesului de îndrumare în carieră în **justiția corecțională penală (CCJ)**, cu accent pe competențele necesare pentru a gestiona propria carieră.



Introducerea pe agenda publică europeană a necesității unei abordări structurate și ghidate a gestionării carierei în sistemul penitenciar, începând cu implicarea părților interesate directe.



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Obiective specifice

*Derulăm o analiză a părților interesate, a scenariilor posibile și a factorilor cheie în orientarea în carieră în domeniul **justiției corecționale penale (CCJ)**,*

Colectarea nevoilor sistemice și individuale ale actorilor principali, identificând abordarea politică privind orientarea în carieră pentru personalul din penitenciare;

Dezvoltarea de soluții gata de implementat pentru personalul corecțional, penitenciar, administrațiile penitenciare și autoritățile publice responsabile: profilul competențelor necesare pentru a sprijini managementul carierei (cartografierea complexă a abilităților, comportamentelor și atitudinilor), dezvoltarea unui instrument interactiv pentru a ajuta utilizatorii să navigheze pe profil, să se autoevalueze, obținerea de soluții de dezvoltare și sprijin în învățarea personalizată pentru a-și consolida competențele;

Pilotarea și încorporarea soluțiilor la nivelul administrației penitenciare


Utilizarea instrumentelor de politică publică precum audieri publice structurate, ședințe ale comitetului, advocacy direct, pentru a prezenta rezultatele și a promova valorificarea acestora la nivel european




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01.01.2020 - 31.12.2022




Management și coordonare
(inclusiv Asigurarea Calității)




Analiza politicilor privitor la
carriere profesionale pentru
personalul care lucrează în
sistemul de justiție corecțională
penală




Analiza părților cointeresate
privitor la carierele profesionale
pentru personalul corecțional,
nevoile acestora educative și
competențele de sprijin



Dezvoltarea instrumentelor și
resurselor de învățare pentru a
pune în legătură contextul politic și
contextul de învățare într-un mediu
interactiv.



Dezvoltarea recomandărilor de
acțiuni politice bazate pe dovezile
construite în proiect pentru
dezvoltarea mecanismelor de
orientare în carieră în CCJ



Diseminarea, exploatarea și
împărtășirea practicilor
inspiratoare



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Rezultate



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Manual de training

- Managementul schimbării
- Luarea deciziilor
- Organizare workshop uri
- Evaluarea riscurilor și managementul riscurilor





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Studiu referitor la Politicile și practicile privind cariera în domeniul corecțional:

- Bibliografie studiată din toate țările partenere
- Analiza politicilor în domeniu din toate țările partenere / Raport național
- Analiza nevoilor lucrătorilor corecționali (5 țări)
- Audieri publice structurate(4 țări)



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Studiului nevoilor privind ghidarea carierei polițiștilor de penitenciare

- Chestionarul a fost dezvoltat de parteneri în mai multe întâlniri
- Precedent: dezvoltat după etapa de documentare
- Scop: verificarea corectitudinii presupunerilor privind ghidul carierei
- Aplicat în vara 2020 (pandemie) folosind Google forms
- 4 țări (TR, IT, DE, RO) tradus în limba națională și internațional în engleză
- 1007 răspunsuri



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Axes of Uncertainty



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Diferențe regionale

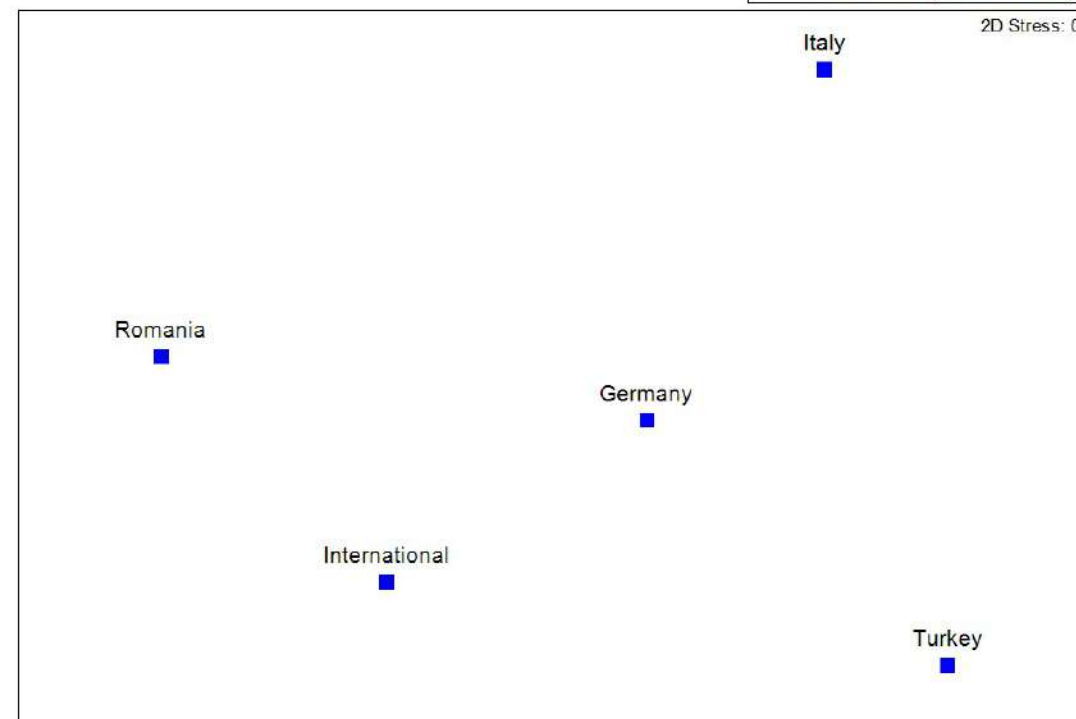
Este **timpul și experiența** definitoriu în diferențele de răspuns între regiuni?

- De cât timp ocupați funcția actuală
- Singura opțiune în viața profesională?
- Considerați salariul suficient în raport cu atribuțiile?
- Trebuie să cautați personal consilierea în carieră sau consilierea în carieră este acordată sistematic tuturor angajaților ?
- Când te duci la serviciu, consideri asta un...

Similaritate ridicată a răspunsurilor per regiune: nu există răspunsuri extreme

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

Transform: Square root
Resemblance: S17 Bray Curtis similarity



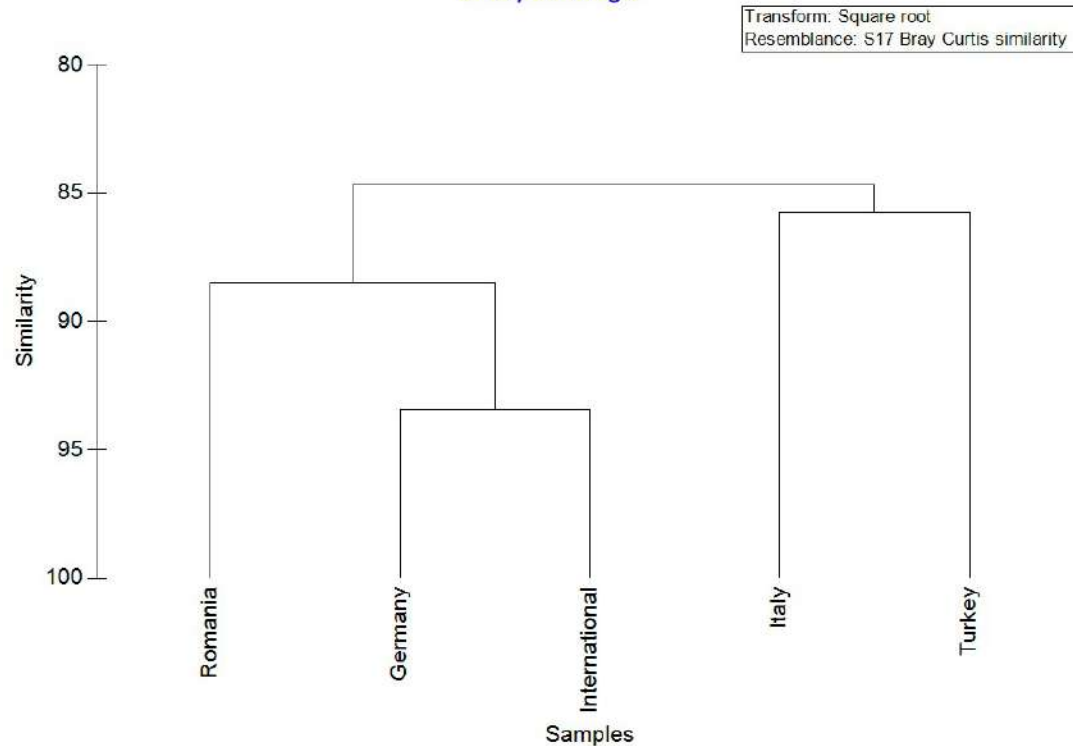
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WHETHER TIME AND EXPERIENCE MAKE A DIFFERENCE TO ENTHUSIASM FOR JOB?
Group average



- Similaritate 85%
- **Similaritatea ridicată indică minime diferențe regionale la acest set de întrebări**



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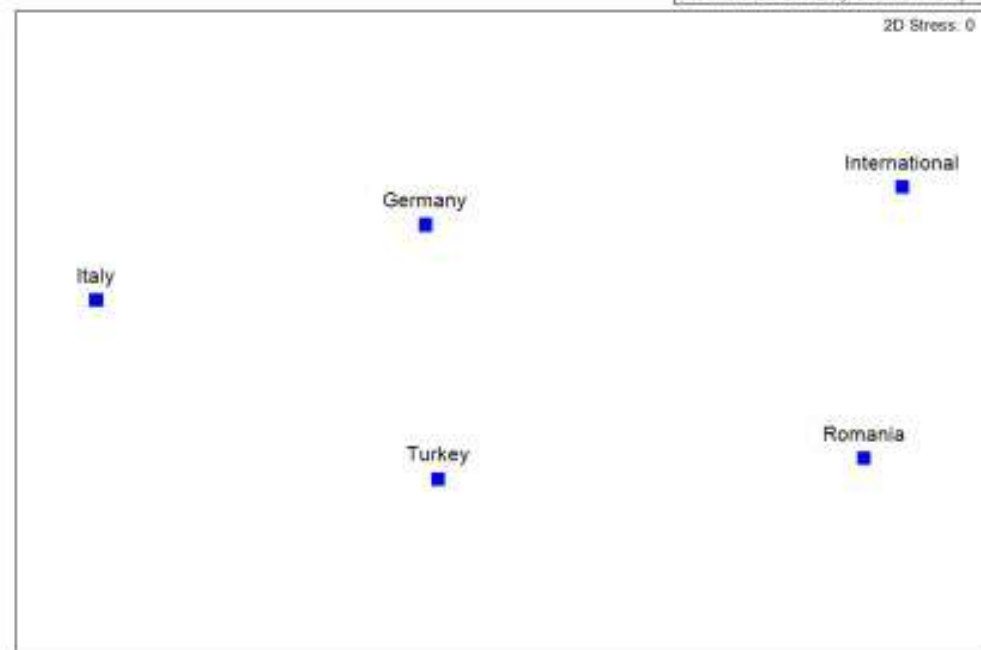
Este Pregătirea și oportunitățile de mentoring semnificative în diferențele de răspuns între regiuni?

- Organizația dvs are o procedură de evaluare anuală a performanței postului?
- Primiți suficientă pregătire pentru îndeplinirea sarcinilor în mod eficient?
- În ce măsură credeți că această pregătire vă ajută să vă mențineți locul de muncă ?
- Aveți un mentor sau un consilier de carieră cu care să fiți în contact, altcineva decât șeful dumneavoastră direct ?
- Cât de multe informații există în pregătirea de bază legat de faptul că lucrul în penitenciar este o carieră

Similaritate ridicată a răspunsurilor per regiune: nu există răspunsuri extreme.

WHETHER TRAINING AND MENTORING OPPORTUNITIES OFFERED MAKE A DIFFERENCE TO ENTHUSIASM FOR JOB?

Transform: Square root
Resemblance: S17 Bray Curtis similarity



MULTIDIMENSIONAL SCALING ANALYSIS



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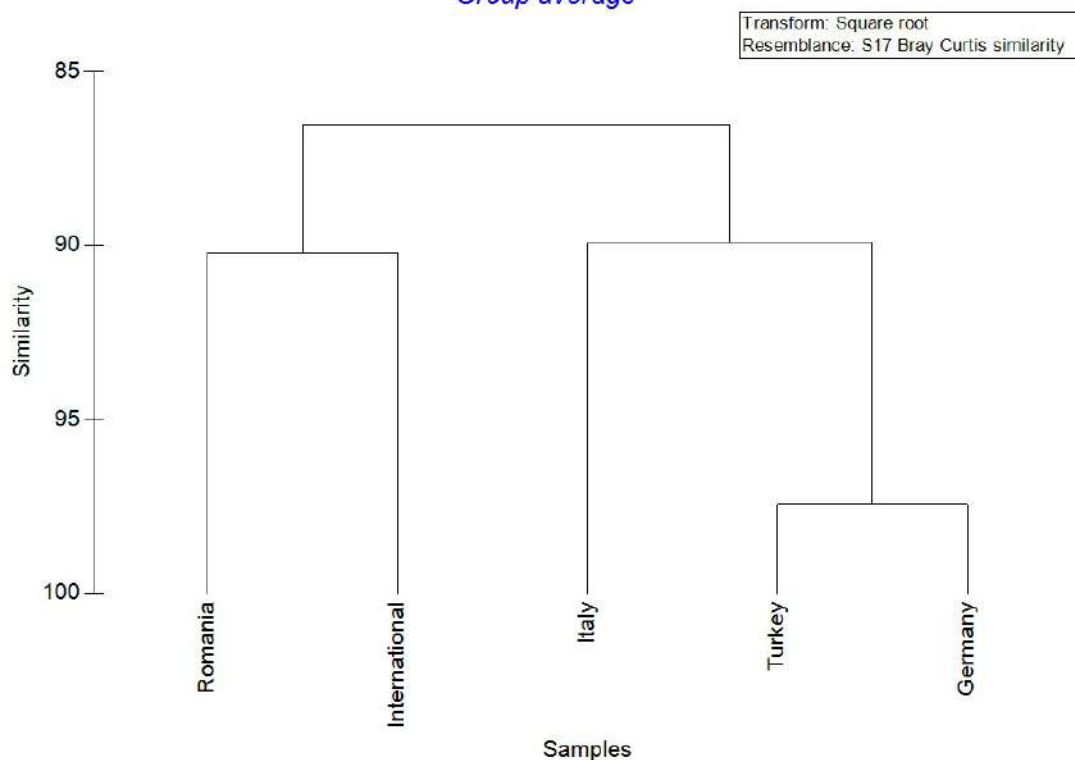
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CORRECTIONS
CAREERS

WHETHER TRAINING AND MENTORING OPPORTUNITIES OFFERED MAKE A DIFFERENCE TO ENTHUSIASM FOR JOB?

Group average



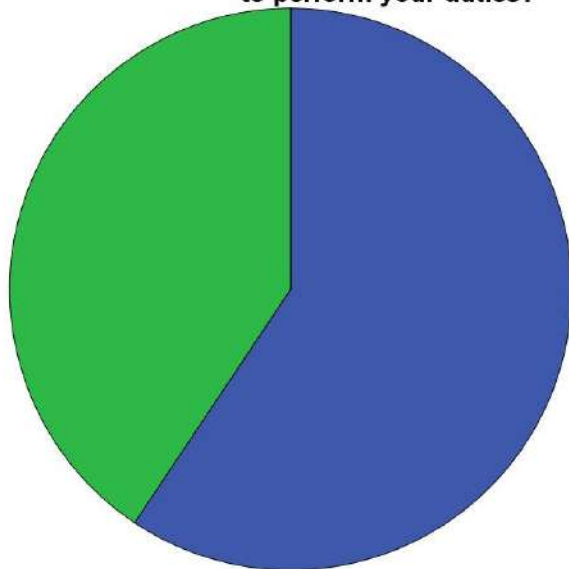
- Similaritate 85%
- **Similaritatea ridicată indică minime diferențe regionale la acest set de întrebări**



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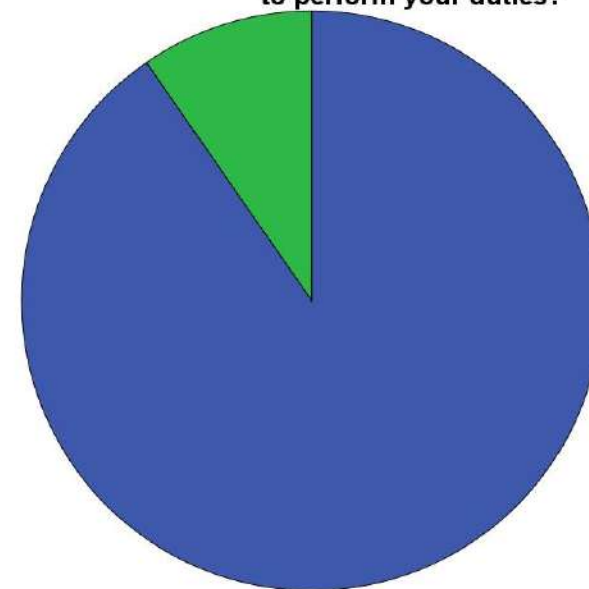
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Romanian Respondees - Do you consider your salary is enough to perform your duties?



No
Yes

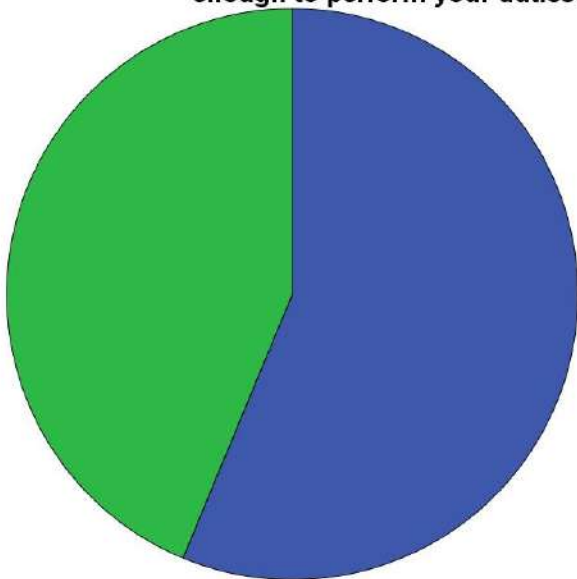
Italian Respondees - Do you consider that your salary is enough to perform your duties?



No
Yes

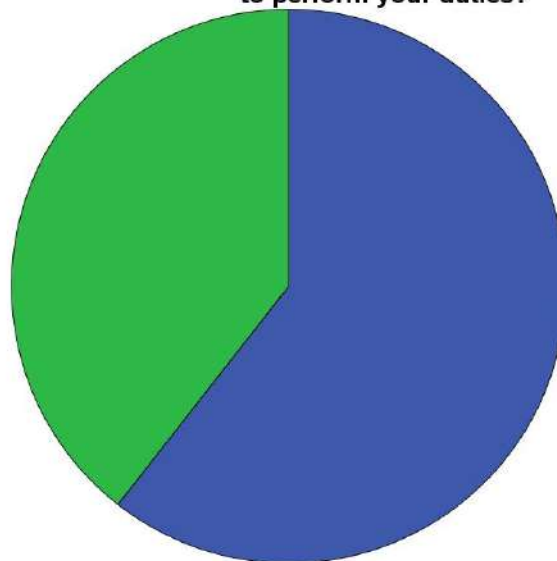
Considerați că salariul actual
este suficient în raport cu
atribuțiile dvs?

International Respondees - Do you consider that your salary is enough to perform your duties?



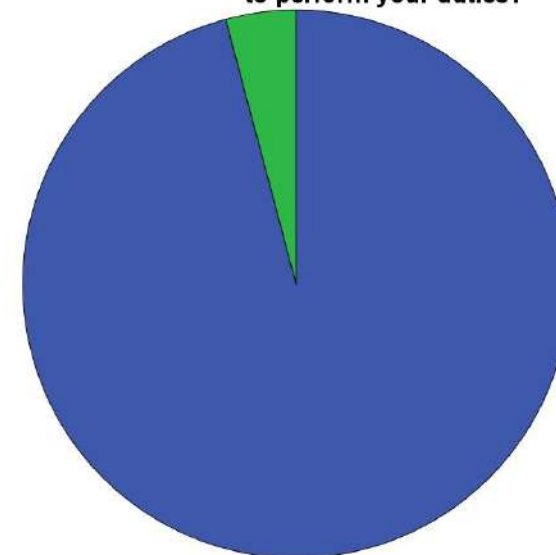
No
Yes

German Respondees - Do you consider that your salary is enough to perform your duties?



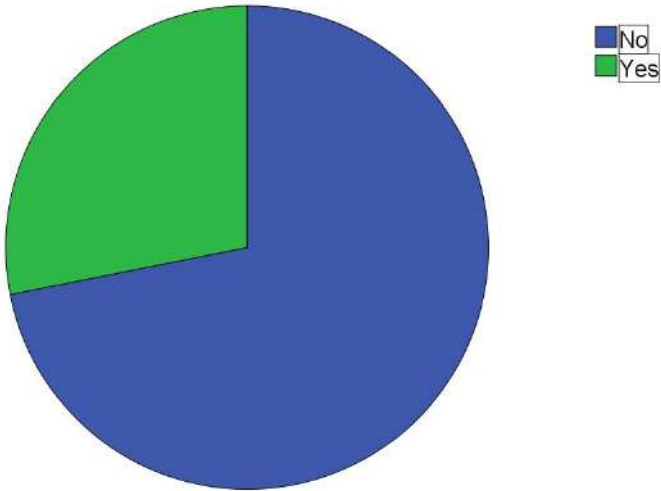
No
Yes

Turkish Respondees - Do you consider that your salary is enough to perform your duties?



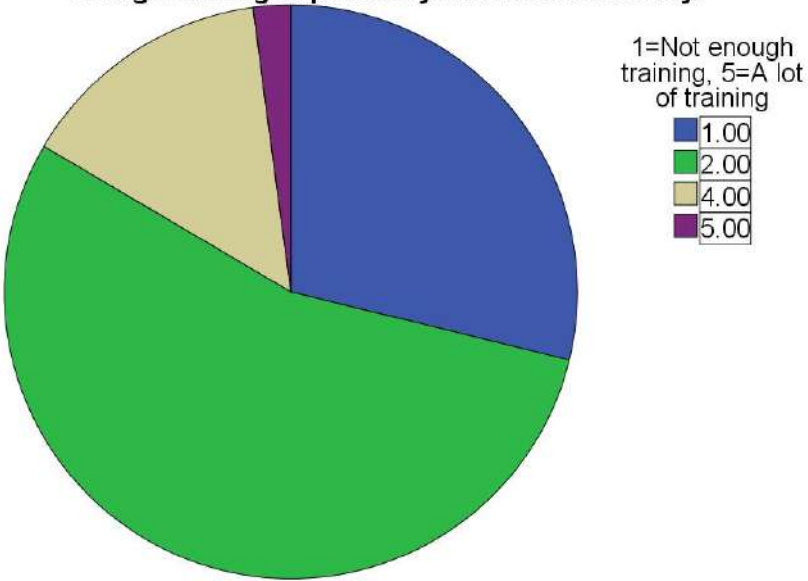
No
Yes

Romanian Respondees - Are you/ are your prison staff receiving enough training to perform your duties effectively?

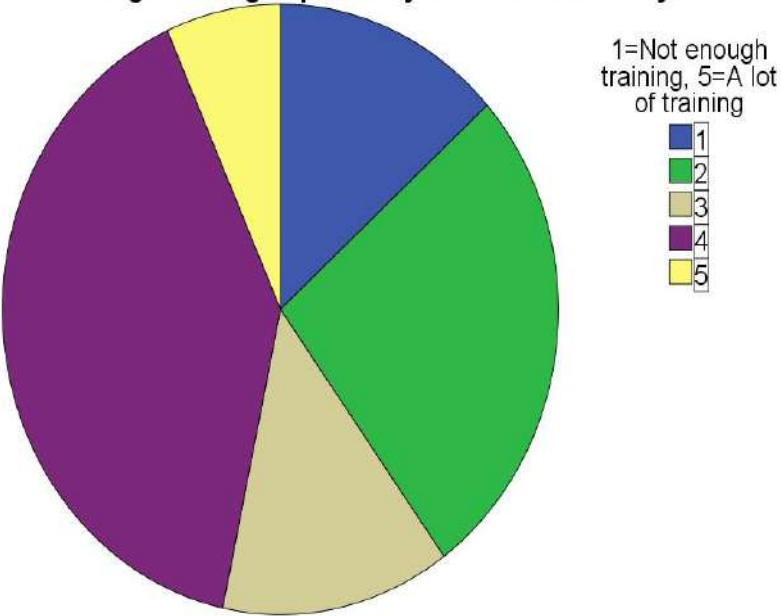


Primiți
dumneavoastră sau
angajații
penitenciarului
pregătire suficientă
pentru a vă putea
îndeplini sarcinile în
mod eficient?

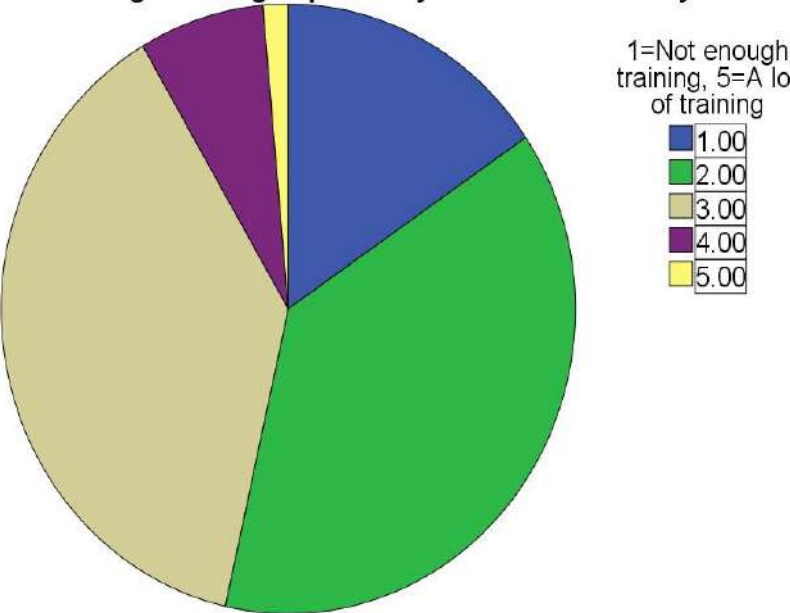
Italian Respondees - Are you/ are your prison staff receiving enough training to perform your duties effectively?



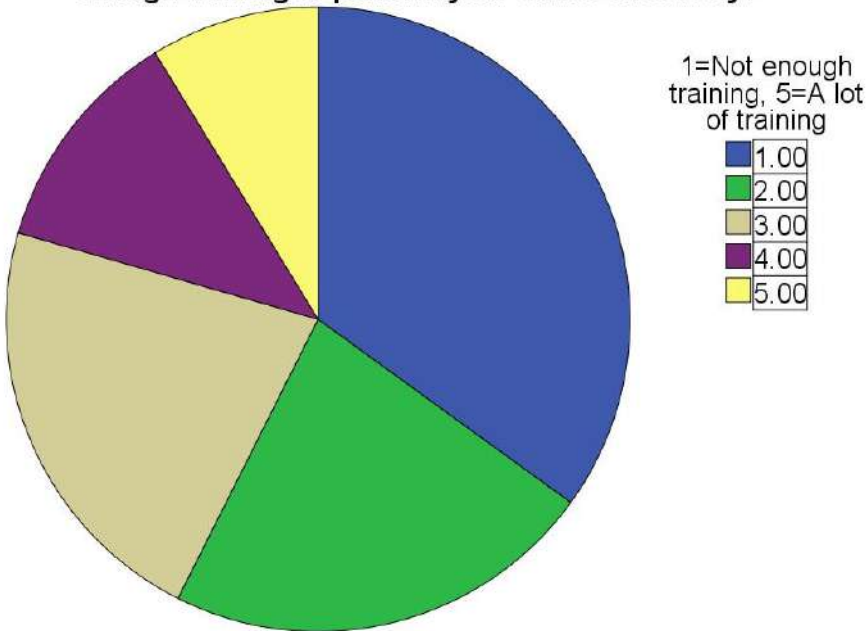
International Respondees - Are you/ are your prison staff receiving enough training to perform your duties effectively?



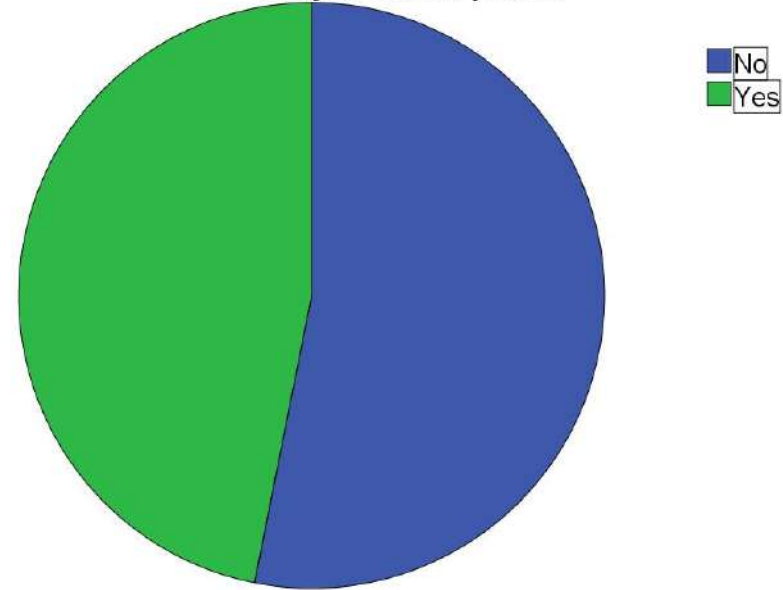
German Respondees - Are you/ are your prison staff receiving enough training to perform your duties effectively?



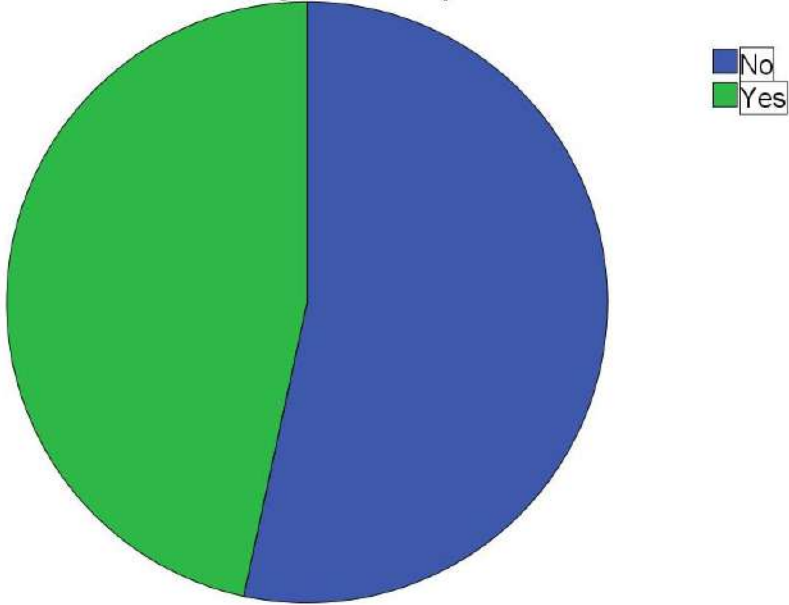
Turkish Respondees - Are you/ are your prison staff receiving enough training to perform your duties effectively?



Romanian Respondees - Do you sometimes avoid telling people that you work in prison?

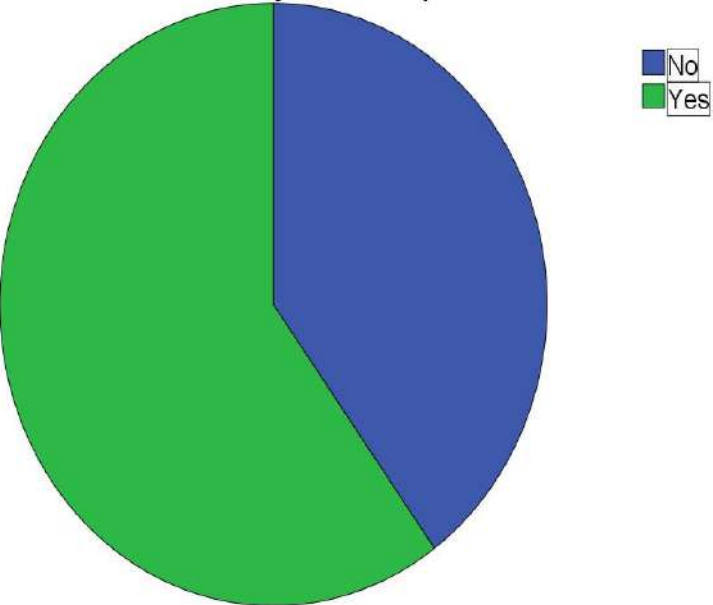


Italian Respondees - Do you sometimes avoid telling people that you work in prison?

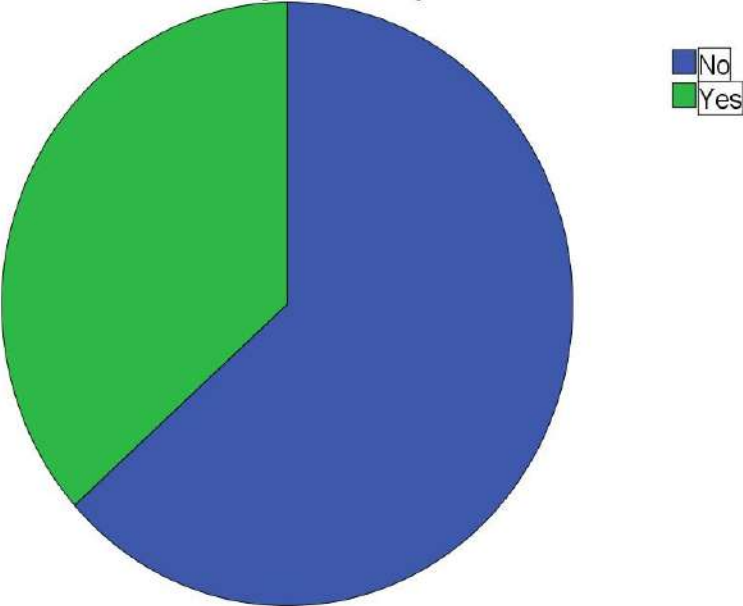


Uneori evitați să spuneți
oamenilor că lucrați în
penitenciar?

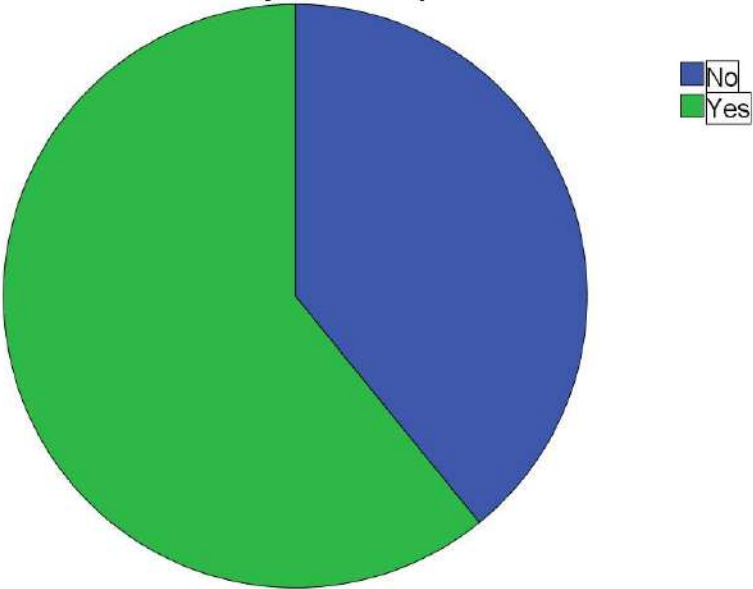
International Respondees - Do you sometimes avoid telling people that you work in prison?



German Respondees - Do you sometimes avoid telling people that you work in prison?



Turkish Respondees - Do you sometimes avoid telling people that you work in prison?





CORRECTIONS
CAREERS

Corelații puternice pozitive

- În situația indicării existenței oportunităților de instruire există o identificare mai puternică cu valorile sistemului penitenciar.
- În situația indicării unei motivații bune (salariu, concediu) personalul simte că primește suficientă îndrumare pentru performarea sarcinilor.
- Dacă respondenților le-a fost oferită consiliere în carieră în sensul că munca în sistemul penitenciar reprezintă o carieră, aceștia sunt înclinați să:
 - a) identifice oportunități de avansare
 - b) consider că primesc instruirea de care au nevoie pentru performarea sarcinilor
- Acolo unde managerii sunt identificați ca fiind deschiși pentru instruire și învățare este mai probabil ca oportunitățile de carieră să fie promovate în afara sistemului (sau viceversa)



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CORRECTIONS
CAREERS

Corelații negative

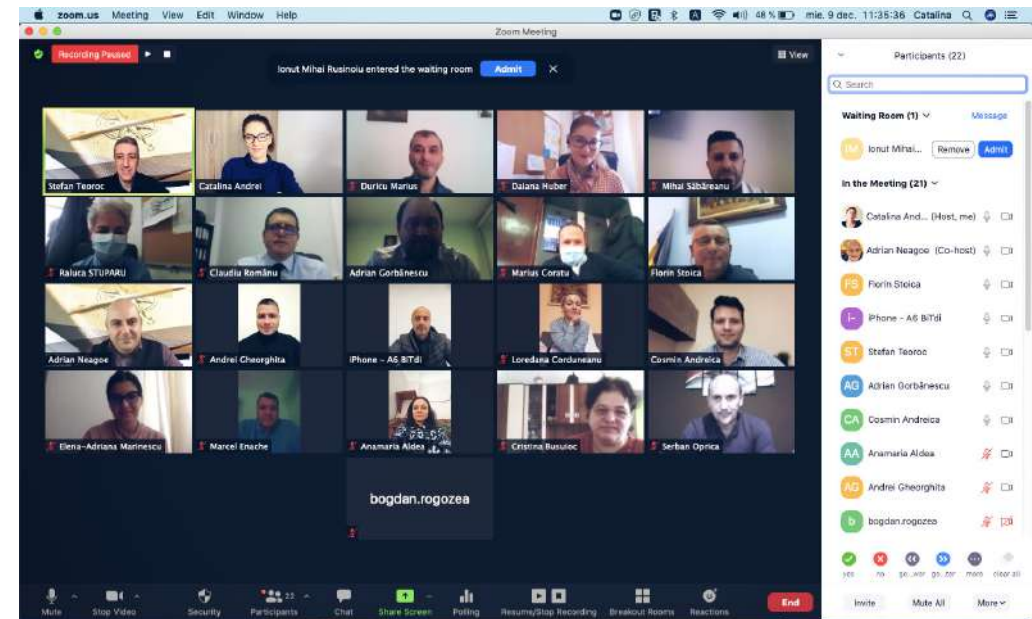
- Managerii de mijloc (line managers) sunt înclinați să considere lucrul în penitenciar din perspectiva carierei mai degrabă decât a misiunii publice’.
- Respondenții care s-au declarat nemulțumiți de nivelul de salarizare tind să considere lucrul în penitenciar mai degrabă ca o misiune publică decât ca un job.
- Respondenții angajați de curând sunt mai puțin interesați de căutarea unor oportunități de carieră sau mai puțin informați dacă sistemul oferă informații despre aceasta..
- Respondenții au rețineri să comunice că lucrează în penitenciar dacă:
 - a) declară că nu primesc suficientă instruire
 - b) sunt nemulțumiți de nivelul de salarizare, concedii etcetc.
 - c) penitenciarul nu promovează oportunitățile de angajare în afara sistemului



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Managementul carierei polițiștilor de penitenciare: competențe și nevoi de instruire



cariera reprezintă ansamblul situațiilor juridice și efectelor produse, care intervin de la data nașterii raportului de serviciu al polițistului de penitenciare până în momentul încetării acestui raport, potrivit actelor normative în vigoare și/sau opțiunilor individuale, precum și aptitudinilor și competențelor proprii, în funcție de nevoile instituției și motivațiile profesionale și personale ale acestuia;

managementul carierei este procesul de proiectare și implementare a strategiilor și planurilor care permite sistemului administrației penitenciare să asigure resursele umane necesare îndeplinirii obiectivelor, iar polițiștilor de penitenciare să-și îndeplinească scopurile carierei personale;





CORRECTIONS
CAREERS

Competența profesională - capacitatea de a aplica, a transfera și a combina cunoștințe și deprinderi în situații și medii de muncă diverse, pentru a realiza activitățile cerute la locul de muncă.

Deprinderile - o componentă automatizată a activității umane, care se realizează cu un efort conștient minim, prin care se facilitează desfășurarea activității spontan și rapid. (se formează prin exercițiu, prin repetare și exersare)

Atitudinea reprezintă modalitatea constantă de raportare la anumite aspecte ale vieții sociale sau la propria persoană prin care se orientează și se evaluează comportamentul unei persoane.



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CORRECTIONS
CAREERS

Modelul Timișoara

P. Timișoara, P. Arad, P. Oradea, P. Aiud, P. Satu Mare, P. Tg Jiu, P. Severin, CD Buziaș, Probatiune Timiș, IPA Regiunea 6,



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CORRECTIONS
CAREERS

Competențe identificate – Aria de competențe: **PLANIFICARE**

Aptitudinile identificate:

- 1.1 Identificarea obiectivelor SMART- Capacitatea de a identifica obiective specifice, măsurabile, abordabile (realizabile), relevante și limitate în timp;
- 1.2 Identificarea modalităților de realizare a obiectivelor identificate;
- 1.3 Identificarea resurselor;
- 1.4 Elaborarea unui plan de acțiune;
- 1.5 Conformitatea cu planul de acțiune propus ;



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CORRECTIONS
CAREERS

Competențe identificate – Aria de competențe: **EVALUARE**

- 2.1 Identificarea cunoștințelor, abilităților și modului în care acestea pot fi dezvoltate;
- 2.2 Dezvoltarea unei gândiri orientate spre muncă;
- 2.3 Sintetizarea punctelor forte, obiectivelor și motivațiilor;
- 2.4 Stabilirea procedurilor în curs de desfășurare pentru colectarea informațiilor necesare pentru gestionarea organizației și a activităților;
- 2.5 Adaptarea la sistemul de plată și recompense, sancțiuni.



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Competențe identificate – Aria de competențe: **AUTODEZVOLTARE**

- 3.1 Analiza oportunităților de muncă și învățare;
- 3.2 Dobândirea competențelor necesare pentru atingerea aspirațiilor de carieră;
- 3.3 Capacitatea de a se schimba și de a te dezvolta pe parcursul vieții;
- 3.4 Promovarea personală;
- 3.5 Managementul propriei dezvoltări.



Competențe identificate – Aria de competențe: PREVENIRE

- 4.1 Etică și valori;
- 4.2 Siguranță și Securitate;
- 4.3 Pregătirea pentru evenimente neobișnuite;
- 4.4 Echilibru.

Competențe identificate – Aria de competențe: INTERVENȚIE

- 5.1 Competența juridică;
- 5.2 Utilizarea forței;
- 5.3 Competențe de lucru în echipă;
- 5.4 Gestionarea situațiilor de urgență;
- 5.5 Abilități de comunicare.





CORRECTIONS
CAREERS

Competențe identificate – Aria de competențe: **MANAGEMENT DE CAZ**

- 6.1 Competența decizională;
- 6.2 Deschidere către schimbare;
- 6.3 Gândirea critică;
- 6.4 Gestionarea eficientă a resurselor;
- 6.5 Gestionarea riscurilor.



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ACTUL din 20 iulie 2021 COMPETENȚELE necesare exercitării funcției publice în care vor fi numiți polițiștii de penitenciare definitivi după finalizarea perioadei de stagi

Art. 1

După finalizarea perioadei de stagi, ofițerii de poliție penitenciară vor dobândi competențe generale în:

- a)** desfășurarea și coordonarea activităților ce derivă din aplicarea legislației drepturilor omului în activitatea specifică sistemului penitenciar;
- b)** desfășurarea și coordonarea activităților ce derivă din aplicarea legislației specifice sistemului penitenciar;
- c)** întocmirea documentelor și materialelor de planificare, analiză și control specifice sectorului de activitate;
- d)** cunoașterea faptelor ce pot atrage răspunderea patrimonială, disciplinară și, după caz, penală, precum și a modului de acțiune în astfel de situații;
- e)** aplicarea normelor specifice sistemului penitenciar în domeniul securității și sănătății în muncă, prevenirii și stingerii incendiilor și administrării bunurilor;
- f)** aplicarea normelor privind gestionarea și protecția informațiilor clasificate, specifice sistemului penitenciar;
- g)** acordarea primului ajutor medical, prespitalicesc;
- h)** aplicarea regulilor privind întreținerea, portul, păstrarea și utilizarea armamentului, a muniției și a mijloacelor din dotare;
- i)** aplicarea procedurilor privind autoapărarea și imobilizarea persoanelor, în limitele legii, pentru îndeplinirea sarcinilor specifice;
- j)** coordonarea și controlul activității personalului din subordine, în limitele competenței;
- k)** coordonarea și, după caz, participarea la efectuarea perchezițiilor;
- l)** coordonarea și participarea la activitățile ocazionate de prezentarea la exercițiile de alarmare;
- m)** aplicarea metodelor specifice de interacțiune cu persoanele private de libertate și relaționare în mediul penitenciar;
- n)** comunicarea eficientă în gestionarea conflictelor din mediul penitenciar;
- o)** aplicarea noțiunilor privind reintegrarea socială a persoanelor private de libertate;
- p)** aplicarea noțiunilor privind asigurarea legalității deținerii, liberarea condiționată și organizarea muncii persoanelor private de libertate;
- q)** aplicarea tacticilor și strategiilor de comunicare și, după caz, de negociere a situațiilor conflictuale și de criză în cadrul organizațional;
- r)** gestionarea, potrivit limitelor de competență prevăzute de lege, a evenimentelor negative care au avut loc în unitate;
- s)** audierea persoanelor private de libertate, în limitele competențelor;
- t)** îndrumarea și verificarea modului de executare a atribuțiilor de serviciu de către personalul repartizat în misiuni;
- u)** analizarea cantitativă și calitativă a informațiilor privind îndeplinirea activităților specifice și elaborarea informărilor și sintezelor referitoare la problemele specifice domeniului de activitate;
- v)** utilizarea aplicațiilor informatice specifice sistemului penitenciar.

Art. 2

După finalizarea perioadei de stagi, agenții de poliție penitenciară vor dobândi competențe generale în:

- a)** aplicarea legislației drepturilor omului în activitatea specifică sistemului penitenciar;
- b)** aplicarea legislației specifice sistemului penitenciar;
- c)** aplicarea normelor specifice sistemului penitenciar în domeniul securității și sănătății în muncă, prevenirii și stingerii incendiilor și administrării bunurilor;
- d)** aplicarea normelor privind protecția informațiilor clasificate specifice sistemului penitenciar;
- e)** acordarea primului ajutor medical, prespitalicesc;
- f)** aplicarea regulilor privind întreținerea, portul, păstrarea și utilizarea armamentului, a muniției și a mijloacelor din dotare;
- g)** aplicarea procedurilor privind autoapărarea și imobilizarea persoanelor, în limitele legii, pentru îndeplinirea sarcinilor specifice;
- h)** efectuarea activităților specifice pazei perimetrului și accesului în locul de deținere;
- i)** desfășurarea activităților ocazionate de prezentarea la exercițiile de alarmare;
- j)** efectuarea percheziției corporale asupra persoanelor private de libertate, precum și efectuarea percheziției generale într-un loc de deținere;
- k)** efectuarea misiunilor de pază, escortare și supraveghere a persoanelor private de libertate;
- l)** gestionarea incidentelor operaționale sau critice care apar în timpul executării serviciului;
- m)** aplicarea noțiunilor privind reintegrarea socială a persoanelor private de libertate;
- n)** întocmirea documentelor specifice activității de evidență și organizarea muncii persoanelor private de libertate;
- o)** aplicarea metodelor specifice de interacțiune cu persoanele private de libertate și relaționare în mediul penitenciar;
- p)** comunicarea eficientă în gestionarea conflictelor din mediul penitenciar;
- q)** utilizarea aplicațiilor informatice specifice sistemului penitenciar.

Driver Mapping



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CORRECTIONS CAREERS

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

Managementul carierei polițiștilor de penitenciare și profilul competențelor

13.10.2021

Lista participanți

	Participant	Organizație
1.	Adrian Neagoe	Sindicatul Național al Polițiștilor de Penitenciare
2.	Stefan Teoroc	Sindicatul Național al Polițiștilor de Penitenciare
3.	Florin Stoica	Sindicatul Național al Polițiștilor de Penitenciare Jilava
4.	Mihaela Neacsu	Sindicatul Național al Polițiștilor de Penitenciare Rahova
5.	Lucian Niculae	Sindicatul Național al Polițiștilor de Penitenciare ANP
6.	Serban Oprică	Sindicatul Național al Polițiștilor de Penitenciare Giurgiu
7.	Claudiu Romanu	ANP – Director Direcția Managementul Resurselor Umane
8.	Cojocaru Marius	ANP - Direcția Managementul Resurselor Umane
9.	Gabriel Păun	ANP - Director Direcția Siguranța Deținerii și Regim Penitenciar
10.	Laura Cordoș	ANP - Direcția Siguranța Deținerii și Regim Penitenciar
11.	Adriana Bălae	Penitenciarul București Jilava
12.	Florin Nechifor	Penitenciarul București Jilava
13.	Simion Merlușca	Penitenciarul București Jilava
14.	Paul Dragu	Penitenciarul București Rahova
15.	Mihai Măcăneață	Penitenciarul București Rahova
16.	Ghorghe Gentilian	Penitenciarul București Rahova
17.	Răzvan Chiroced	Penitenciarul București Rahova



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WORKSHOP NATIONAL DACUM

PROIJECT PO21 – European Prison Officers for the 21st Century

FORMAT ONLINE, ZOOM – 19/21.01.2021 – organized by the National Trade Union of Prisons' Policemen (SNPP)

Current job

Current job	Current duties	Current tasks	Current skills/competencies	Current behavior	General knowledge	Specific Knowledge	Existing training
1	2	3	4	5	6	7	8
<u>Prison officer</u> <u>Operative</u> <u>prison agent</u>	<u>Surveillance of the inmates on:</u> wings walking yards visiting sector video Educational religious activities /school Kitchen Medical facilities workshops	<p>Ensure the integrity of the cells and inmates by checking the facilities and the state of prisoners.</p> <p>Ensure a safe environment by following the procedures regarding the searches of persons and belongings, separation criteria, space admission rules</p> <p>Ensure the respect of inmates' rights and obligations</p> <p>Organize the daily activities following the approved daily schedule</p> <p>Observe, gather information and inform superiors about inmates' preoccupation and behavior</p> <p>Solve legal request of inmates or ensure the pass of information to competent persons</p> <p>Prevent any perturbation/restore the order when is necessary by reporting to superiors and by being part of the response actions</p>	<p>Maintain the legality by respecting the legal framework</p> <p>Maintain a safe environment inside the prison facility</p> <p>Maintain positive professional relationship with prisoners based on fairness</p> <p>Perform activities as part of a team</p> <p>Maintain a good professional relation with coworkers from different other sectors (medical, education, logistic)</p> <p>Takes quick decisions upon the different situations</p> <p>Takes part in different activities linked with the social reintegration of the inmates.</p>	<p>Respect the safety instructions and procedures all time</p> <p>Perform the checking of the rooms and persons when enter the service.</p> <p>Perform checks on the inmates and belongings when they enter or exit the premises</p> <p>Checks the permission access of the persons that interact with the inmates he/she is responsible of.</p> <p>Observe, gather information and inform superiors about inmates' preoccupation and behavior</p> <p>Organize and manage the activities (meals, consultations, visit, workshops, educational) with the inmates he/she is responsible of.</p> <p>Instruct the inmates that perform daily activities on the wing or other premises in his/her responsibility area.</p>	<p>Correct reading and writing competencies</p> <p>Legal framework that regulates the prison service</p> <p>Concepts of static procedural and dynamic security</p> <p>Control and restrain techniques</p> <p>Communication flow to pass and receive information</p> <p>How to work efficiently as part of a team</p>	<p>Assertive communication</p> <p>Elements of nonverbal communication</p> <p>Dynamic security</p> <p>Legal provisions regarding specific type of inmates</p> <p>Intervention programs regarding specific types of inmates</p> <p>Conflict resolution techniques</p> <p>Crisis situation techniques</p> <p>Stress management techniques</p>	<p>Entry level 4 EQF</p> <p>National prison training school program</p> <p>Legislation courses</p> <p>Communication training</p> <p>Physical training</p> <p>Control and restrain techniques</p> <p>Shooting training</p> <p>IT courses for operating the data base</p> <p>Curses for dealing with aggressive inmates</p> <p>Courses for dealing with mental disturbed inmates</p> <p>Conflict resolution courses</p>

	<p>Ensure the security of the perimeter, access points and patrols</p>	<p>Ensure the security of the prison perimeter by preventing unauthorized access of persons and objects and by preventing unauthorized exits (escapes)</p> <p>Interact with all the persons from outside at the entrance and performs the checks</p>	<p>Ensure the safety of the prison as well as the community against any threats.</p> <p>Act as an interface (first contact) between prison administration and outside world.</p>	<p>Secure the fence and entrance during the shift against any unauthorized entry or escapes</p> <p>Observe the cell blocks and areas near the tower</p> <p>Perform security and antiterrorism checks at the entrance</p> <p>Perform document verification of those who enter and exit prison</p> <p>Keep a log of the prison entrance/exits</p> <p>Report to the superiors about any request to enter the prison.</p>	<p>Concepts of static procedural and dynamic security</p> <p>Knowledge about the legal framework regarding use of firearms.</p> <p>Knowledge of the use of weapons and different technical means.</p> <p>Control and restrain techniques</p>	<p>Assertive communication</p> <p>Legal framework on how to use the firearms</p> <p>Antiterrorist procedures</p>	<p>Entry level 4 EQF</p> <p>National prison training school program</p> <p>Legislation courses</p> <p>Communication training</p> <p>Physical training</p> <p>Control and restrain techniques</p> <p>Shooting training</p> <p>Antiterrorist control procedures</p>
	<p>Escorting inmates to</p> <p>Courts, hospitals, work outside, community activities, transfers, abroad transfers</p> <p>extraditions)</p>	<p>Accompany the inmates to different destination</p> <p>Ensure the safety of the inmates during transportation</p> <p>Prevent any unauthorized contact between inmates and others</p> <p>Ensure the surveillance and guarding of the transported inmates.</p> <p>Ensure the communication with third parties (judges, doctors, work beneficiaries)</p>	<p>Maintain a safe environment in the transportation of inmates means</p> <p>Ensure the safety of all prisoners</p> <p>Prevent any incidents during the period when inmates are outside the prison</p> <p>Maintain the link with prison during the mission/ Reporting to superiors</p> <p>Ensure the respect of separation criteria during transportation</p> <p>Take any necessary measures required by unforeseen situation and report</p>	<p>Inform about the history of the transported inmates</p> <p>Perform searches of the inmates</p> <p>Check of the vehicles or other means of transportation integrity</p> <p>Check the premises for disembarking the inmates</p> <p>Guard the premises till the inmates are embarked</p> <p>Respecting the itinerary or decide for an alternative if the case</p>	<p>Concepts of static procedural and dynamic security</p> <p>Knowledge about the legal framework regarding use of firearms.</p> <p>Knowledge of the use of weapons and different technical means.</p> <p>Control and restrain techniques</p>	<p>Assertive communication</p> <p>Dynamic security</p> <p>Legal provisions regarding specific type of inmates</p> <p>Conflict resolution techniques</p> <p>Crisis situation techniques</p> <p>Stress management techniques</p>	<p>Entry level 4 EQF</p> <p>National prison training school program</p> <p>Legislation courses</p> <p>Communication training</p> <p>Physical training</p> <p>Control and restrain techniques</p> <p>Shooting training</p> <p>Curses for dealing with aggressive inmates</p> <p>Conflict resolution courses</p>

Challenges:

Challenge 1	Legal framework modification – increase the number of requests
Challenge 2	New technologies (online hearings, telemedicine, electronic access, electronic surveillance)
Challenge 3	Digitization/ digitalization
Challenge 4	New technologies used by inmates and caregivers (new communication methods, drones, etc)
Challenge 5	Changes regarding career, pension (bigger age to retire, etc)
Challenge 6	New modern facilities
Challenge 7	Decrease of the quality of the new employees
Challenge 8	Increase of specialized crimes (cybercrimes, terrorism/radicalization, drugs, organized crime) – modification of the inmates' characteristics
Challenge 9	Increase of the inmate's number
Challenge 10	Ecology movement/ fight against pollution

Future job

Future job	Future duties	Future tasks	Future skills/competencies	Future behavior	General knowledge	Specific Knowledge	Training needed
1	2	3	4	5	6	7	8
Prison officer: Operative prison agent	Surveillance of the inmate using electronic means	Electronic registration of inmates' report Use of electronic communication with inmates' cell Operate electronic locks/ fingerprint identification Fill the electronic application instead of working with pen and paper Electronic planning on visit for the inmates Assess and monitor inmates from different risk categories Involve in rehabilitation activities if the number of inmates decrease Participate at case management activities Involve in mentoring the new employees Supervise the electronic communication Educate inmates regarding environment threats	Computer proficiency Use of new technology Understanding the role and activities done for case management Verification of electronic identification with the person Get knowledge about treatment of different vulnerable categories Involve in counseling inmates over their problems Get in depth information over inmates by reading/ completing electronic files Develop the ability to work in multidisciplinary teams Specialized intervention in case of incidents Overwatch inmates regarding selective waste collection	Operate with new technology Pay attention to nonverbal communication Pay attention to gesture and behavior of inmates Learn how to deal with multitasking (eg computer usage and observation of the inmates) Talks 1 to 1 with inmates on different subjects in order to know them better Provide and use relevant information with colleagues from other departments Selective waste collection/enforce saving energy measures	Legislative knowledge Procedures How to work on teams (roles and attributes) How to put theoretical knowledge in practice Pedagogy elements Physical training Use of weapons and other intervention means	Assertive communication Elements of nonverbal communication ICT knowledge Technical knowledge Control and restraint Conflict resolution Stress management techniques	ICT courses Communication Foreign language Group dynamics Effective approaches to work with new categories of inmates Counseling Time management Case management New procedures courses First aid courses
	Security	Use of electronic registration for visitors Ensure the antiterrorism and security checking by using technology Roles on surveillance – on wings for eg/ more interaction with inmates	Monitoring the video cameras and sensors system Use of computer for registration Operating devices for checking the persons who enter in prison Operating devices for disabling drones	Operate with new technology Learn how to deal with multitasking (eg computer usage and observation)	Legislative knowledge Procedures How to work on teams (roles and attributes)	Assertive communication Elements of nonverbal communication ICT knowledge	ICT courses Communication Foreign language Group dynamics

		<p>Roles on escorting and participating with the inmates in community activities</p> <p>Operating an electronic system of detecting and disabling drones</p>	Develop competencies for surveillance		<p>Physical training</p> <p>Use of weapons and other intervention means</p>	<p>Technical knowledge</p> <p>Stress management techniques</p>	<p>New procedures courses</p> <p>First aid courses</p>
	Escorting inmates	<p>Use of electronic information about the inmates</p> <p>Use of electronic monitoring devices</p> <p>Operate separate smaller transfers in collaboration with other law enforcement agencies</p>	<p>Computer proficiency</p> <p>Use of new technology</p> <p>Specialized intervention in case of incidents</p> <p>Develop the ability to work in multiagency teams</p>	<p>Operate with new technology</p> <p>Learn how to deal with multitasking (eg computer usage and observation of the inmates)</p> <p>Provide and use relevant information with colleagues from other departments</p> <p>Coordinate the activities with professionals from other organizations</p>	<p>Legislative knowledge</p> <p>Procedures</p> <p>How to work on teams (roles and attributes)</p> <p>How to put theoretical knowledge in practice</p> <p>Pedagogy elements</p> <p>Physical training</p> <p>Use of weapons and other intervention means</p>	<p>Assertive communication</p> <p>Elements of nonverbal communication</p> <p>ICT knowledge</p> <p>Technical knowledge</p> <p>Control and restraint</p> <p>Conflict resolution</p> <p>Stress management techniques</p>	<p>ICT courses</p> <p>Communication</p> <p>Foreign language</p> <p>Group dynamics</p> <p>Counseling</p> <p>Case management</p> <p>New procedures courses</p> <p>First aid courses</p>