Dynamic Security-

Perspectives from Norwegian Correctional Service

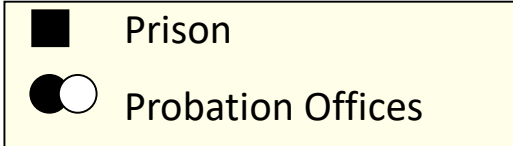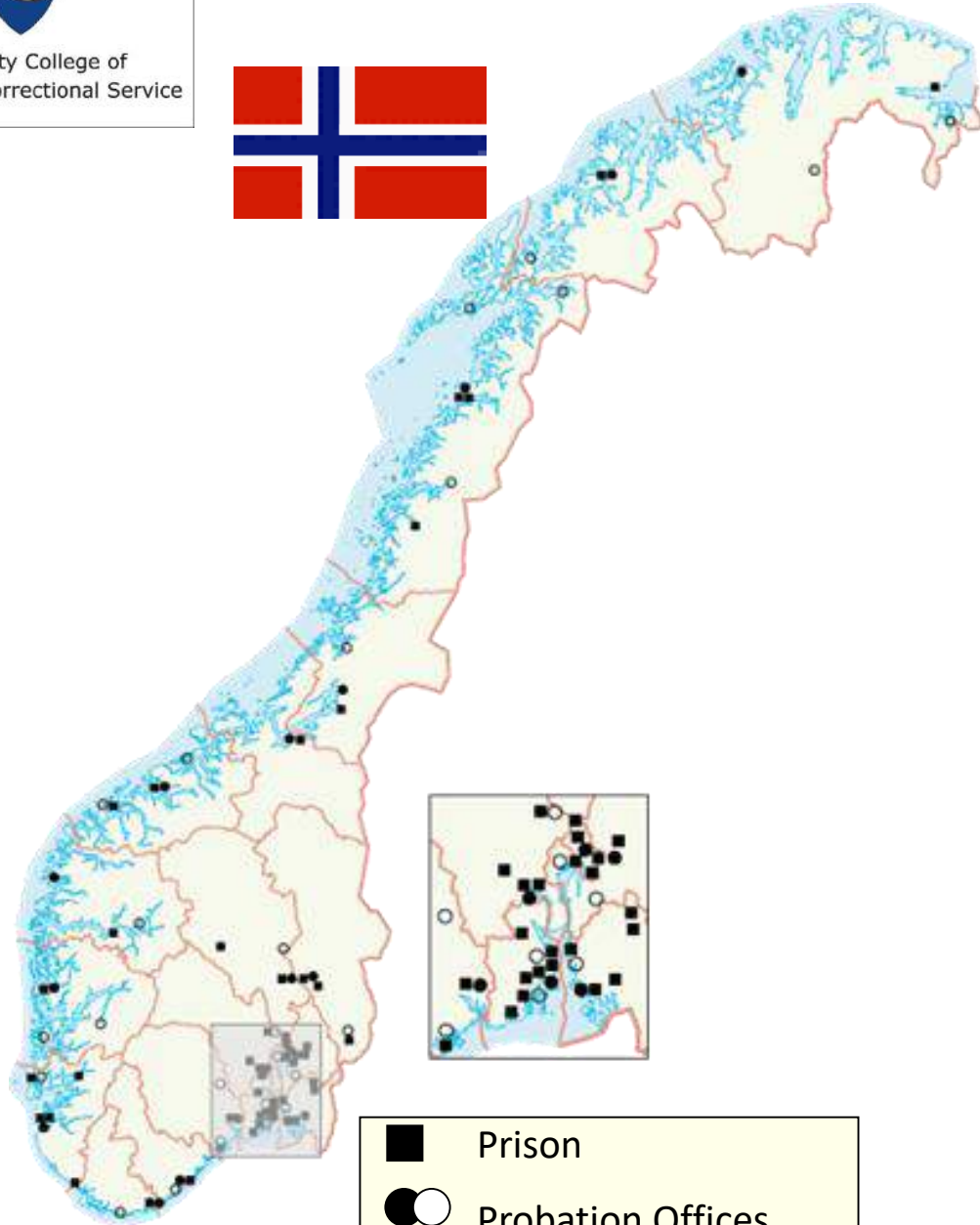by Assistant professor Sven-Erik Skotte

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Norwegian Correctional Service

- **4 691** employees of the Correctional Service of Norway
- **3953** in prisons staff, including 2820 uniformed staff (39% women among the uniformed staff)
- Total capacity of cells: **3 823**

Ian Dunbar – the english prison governor behind the consept of dynamic security
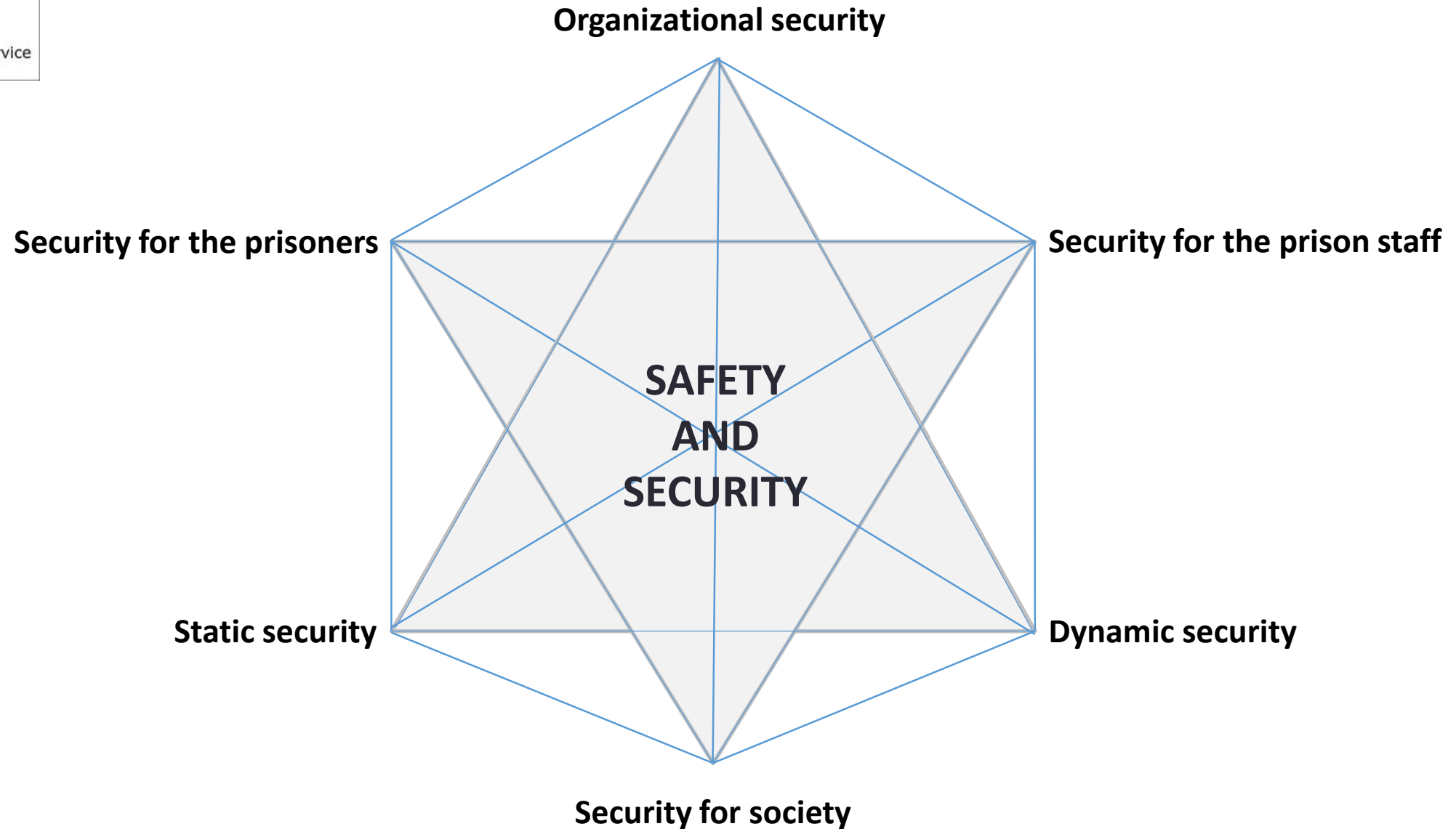
The Independent, Friday 6 august 2010:
Ian Dunbar: Prison governor whose humane values earned him wide respect

"Dynamic security , he argued, was found "when relationship and individualism come together in planned and purposeful activity, whether in a high or low security setting, the result is a relaxed and better ordered prison".

Dynamic security – A concept and a working method

Preventive security measure	Conflict management measure	Rehabilitation measure
European prison rules no. 51.2 • An alert staff who have an awarness of what is going on in the prison, who know and interact with the prisoners who are under their control and make sure that prisoners are kept active in a positive way. • The strengt of dynamic security is that it is likely to be proactive in a way which recognises a threat at a very early stage.	European prison rules no. 64 • Good professional relationships between staff and prisoners are an essential element of dynamic security in de-escalating potential incidents or in restoring good order through a process of dialogue and negotiation. • Only when these methods fail or are considered inappropriate should physical methods of restoring order be considered.	European prison rules no. 72.3 cf. 75 • The duties of staff go beyond those required of mere guards and shall take account of the need to facilitate the reintegration of prisoners into society after their sentence has been completed through a programme of positive care and assistance • Staff shall therefore at all times conduct themselves and perform their duties in such a manner as to influence the prisoners by good example (…). European rules for juvenile offenders, § 88 • Staff shall develop a dynamic approach to safety and security which builds on positive relationships with the prisoners. • A friendly and safe institutional environment plays an important role as it contributes to the overall aim of education and promotes their re-integration into society.

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- The overall quality of life in an establishment.

- The promotion of constructive as opposed to confrontational relations between prisoners and staff.

- Static security is an adjunct to the development of constructive and positive relations between prison staff and prisoners

- The nature of prisoners daily interactions with basic grade staff.

- Security for the prison staff.

Staff-prisoner relations

Staffing level and unit management - The ratio of staff to prisoners
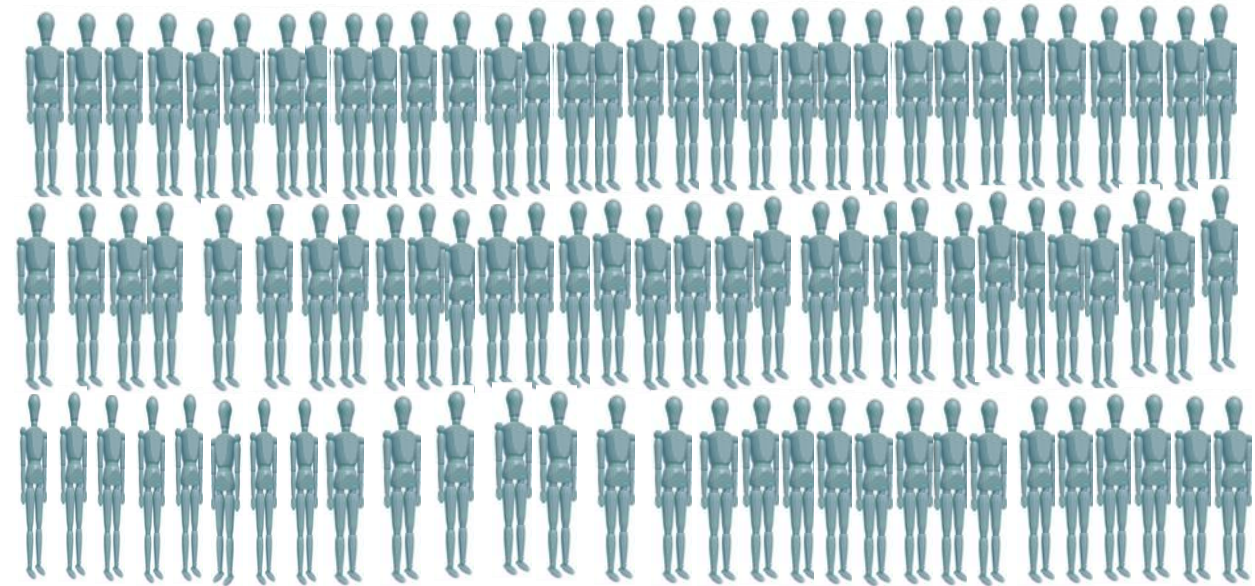
- Inter-prisoner violence
- Prisoner supervision and movement control
- Norwegian prisons – Unit management and direct supervision

Norwegian context

Staff

Prisoners

The general norm in Europe

Staff

Prisoners

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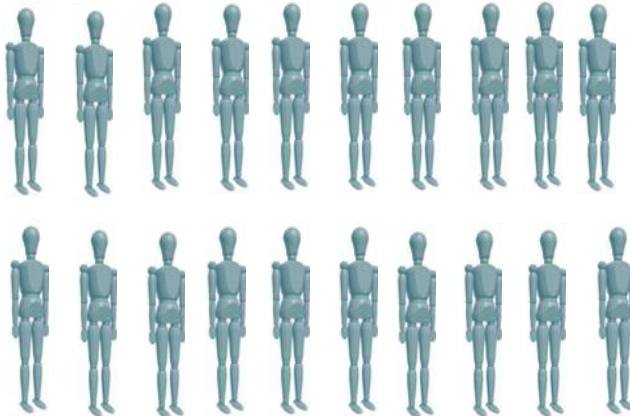
European prison rules principles 77 and 81 cf. Rec No. R (97) 12 appendix 1 and CM/Rec. (2012) 5

- Prison staff should possess the qualities of personality and character as well as the professional qualifications necessary for their functions, principle 3, Rec No. R (97) 12.

Job technical skills and competence
- Writing and communication skills
- Language skills
- IT skills

Social and personal skills and competence
- Cooperation/working together
- Responsibility
- Commitment
- Ethics

Strategic skills and competence
- Environment
- The organization's vision and mission
- Goals
- Organization

Competence
The organization's collective competence

Learning competence
- Creativity
- Curiosity
- Desire and ability to develop

Professional competence
- Theory
- Methods of working: Dynamic security
- Rules
- Other knowledge

Training of prison staff

The legal starting point – European prison rules prin. 81 cf. Rec No. R (97) 12 appendix I, §§ 14 and 15

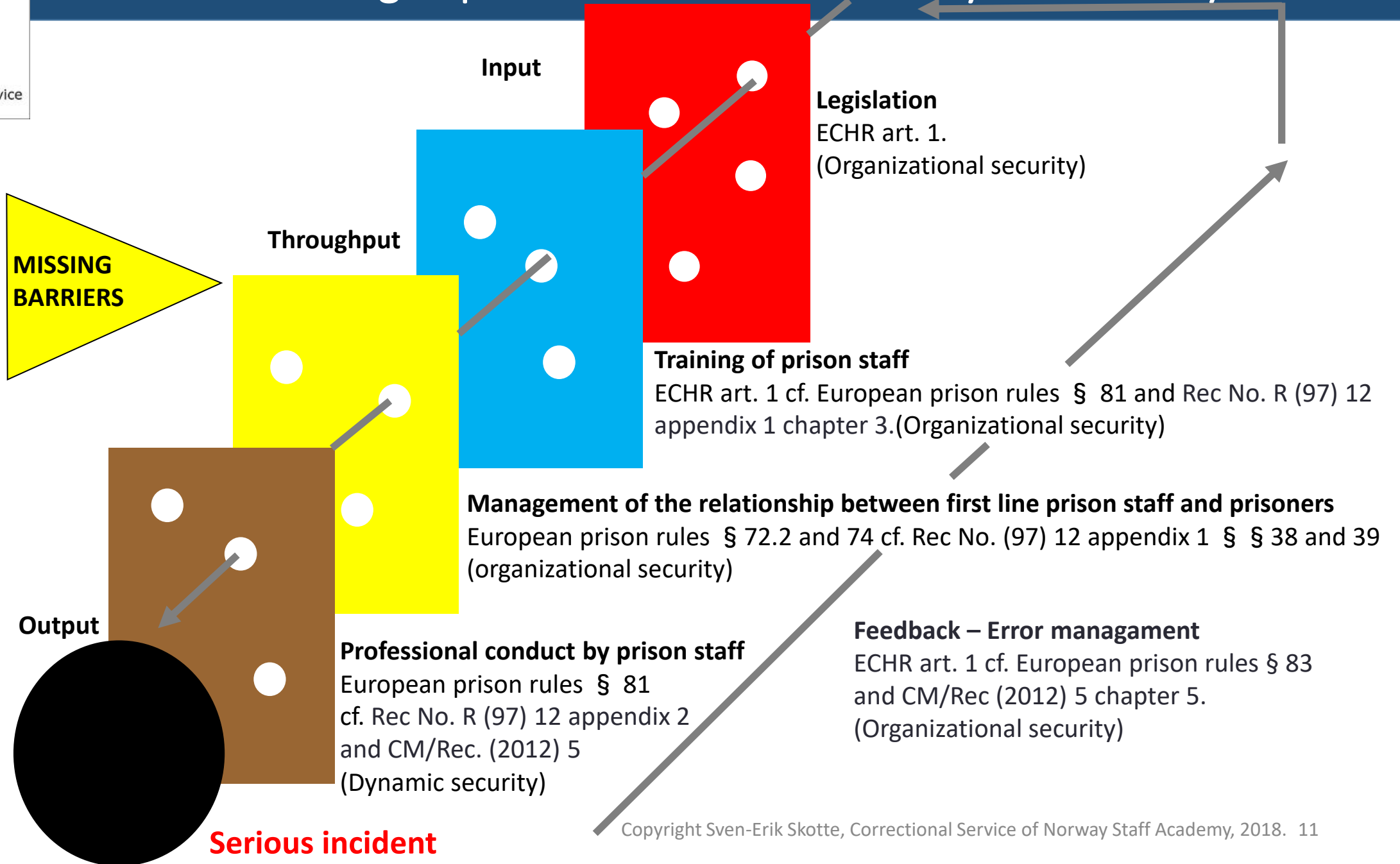| Initial training Rec No. R (97) 12 appendix I, §§ 16 to 19	Continued/Inhouse training Rec No. R (97) 12 appendix I, §§ 20 to 25

• Purpose of initial training.
• *Content of initial training, § 17;*
    * observation and interpretation of human behavior
    * communication and the capacity to handle human relationships
• Initial training methods.
• Verification of knowledge and evaluation of the trainees.
	• The aims of continued training
	• Content of continued training
	• Training for promotion
	• Importance of external resources for continued training.
	• Arrangements for training sessions during working time
	• Common courses for several categories of staff

Training of specialist staff Rec No. R (97) 12 appendix I, § 33	**Management training** Rec No. R (97) 12 appendix I, § 26
• Initial training periode • Purpose of initial training • Content of initial training	• Content of training • Training evaluation
Training evaluation Rec No. R (97) 12 appendix I, § 27	**Choice of training staff and training of training staff** Rec No. R (97) 12 appendix I, §§ 28 and 28
• Training should be systematically and scientifically assessed • Make sure they are effective and based on a sound approach	• Competence requirements. • Oppurtuinitie to up-date their knowledge and practical experience. • Re-training concerning pedagogic methods.

The prison officer education in Norway

	Organization of the study	Semester	Topic		
Bachelor in Correctional Studies	**Supplementary course of study** **(2 yrs. Part-time)**	8	KRUS3900 Bachelor Thesis (15 credits)		
		7	Optional subject (15 credits)		
		6	KRUS3100 Crime Prevention in the Correctional Service (15 credits)		
		5	KRUS3000 The Organization of the Norwegian Correctional Service (15 credits)		
	In-service placement year				
	University College Graduate **(Full time. 2 yrs)**	4	KRUS2200 Safety, Security and Risk Management II (7,5 credits)	KRUS2300 Community Reintegration and Social Work II (15 credits)	KRUS2400 Professional Knowledge and Ethics (7,5 credits)
		2 & 3	KRUS1300 Introduction to the Role of the Prison Officer and the Norwegian Correctional Services II (10 credits)	KRUS2000 Safety, Security and Risk Management I (30 credits)	KRUS2100 Community Reintegration and Social Work I (20 credits)
		1	KRUS1000 Introduction to the Role of the Prison Officer and the Norwegian Correctional Services I	KRUS1100 The Law of Execution of Sentences and Other Legal Topics (10 credits)	KRUS1200 Crime and Punishment (10 credits)

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Input

Throughput

MISSING BARRIERS

Legislation
ECHR art. 1.
(Organizational security)

Training of prison staff
ECHR art. 1 cf. European prison rules § 81 and Rec No. R (97) 12 appendix 1 chapter 3.(Organizational security)

Management of the relationship between first line prison staff and prisoners
European prison rules § 72.2 and 74 cf. Rec No. (97) 12 appendix 1 § § 38 and 39 (organizational security)

Output

Professional conduct by prison staff
European prison rules § 81
cf. Rec No. R (97) 12 appendix 2
and CM/Rec. (2012) 5
(Dynamic security)

Feedback – Error managament
ECHR art. 1 cf. European prison rules § 83 and CM/Rec (2012) 5 chapter 5.
(Organizational security)

Serious incident

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Rules and regulations
Organizational security/operational framework

Prisoners rights
and obligations

Duty of staff
Competency requirements

Asymmetrical power relationships
prisoners powerlessness and counter-power

Prisoners

Prison staff

Dynamic security - The enforcement of rules
- asymmetrical power relationship,
- firmness and fairness, discretionary use power and authority,
- principle of necessity and proportionality
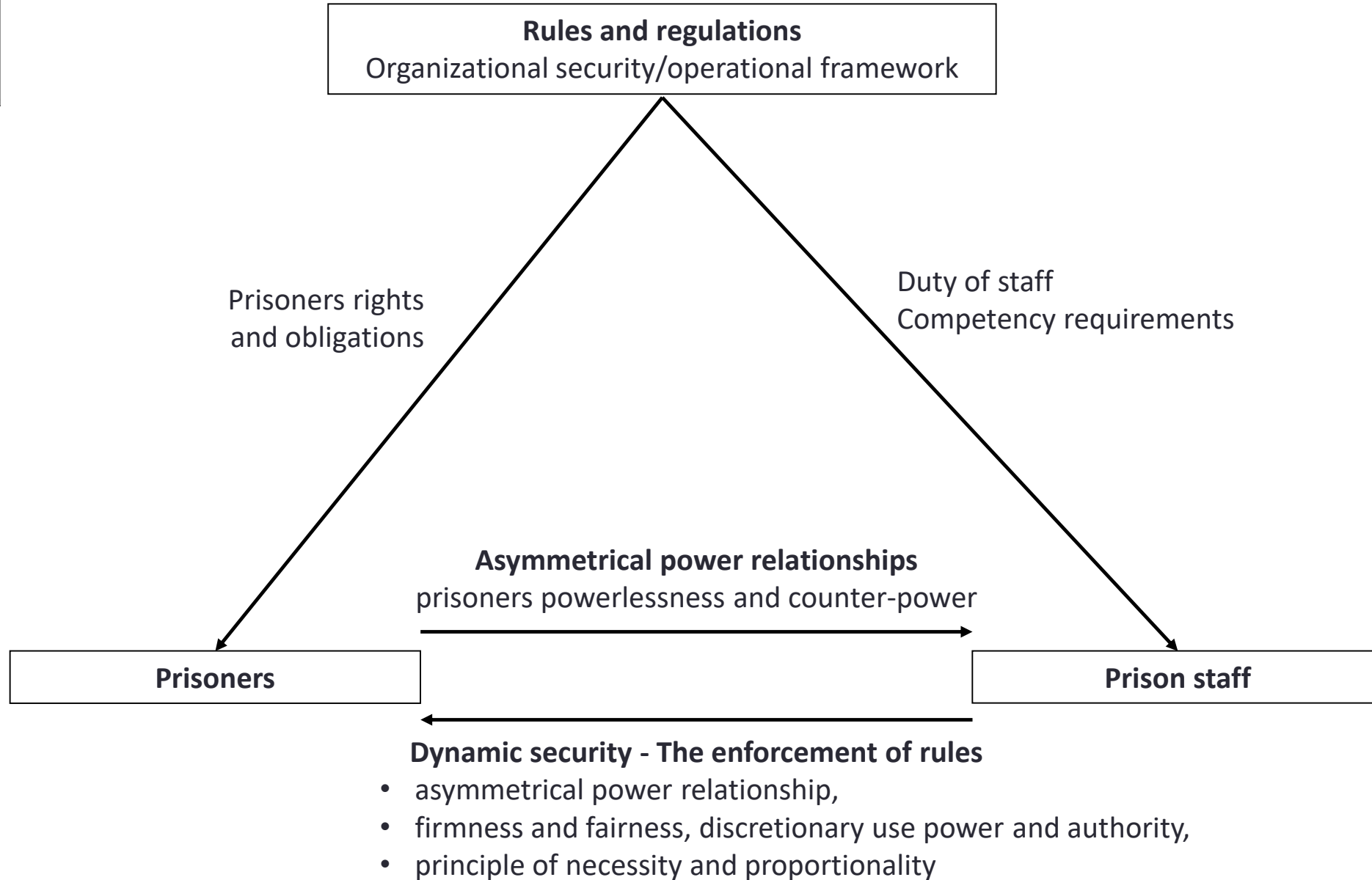
The importance of control based on firmness and fairness

Thank you for your attention!