

# **PRISON MANAGERS TRAINING NEEDS**

## **LEADERSHIP TRAINING UNDER REVISION: ANALYSIS OF THE SPECIFIC ACTIVITIES AND COMPETENCES OF PRISON MANAGERS**

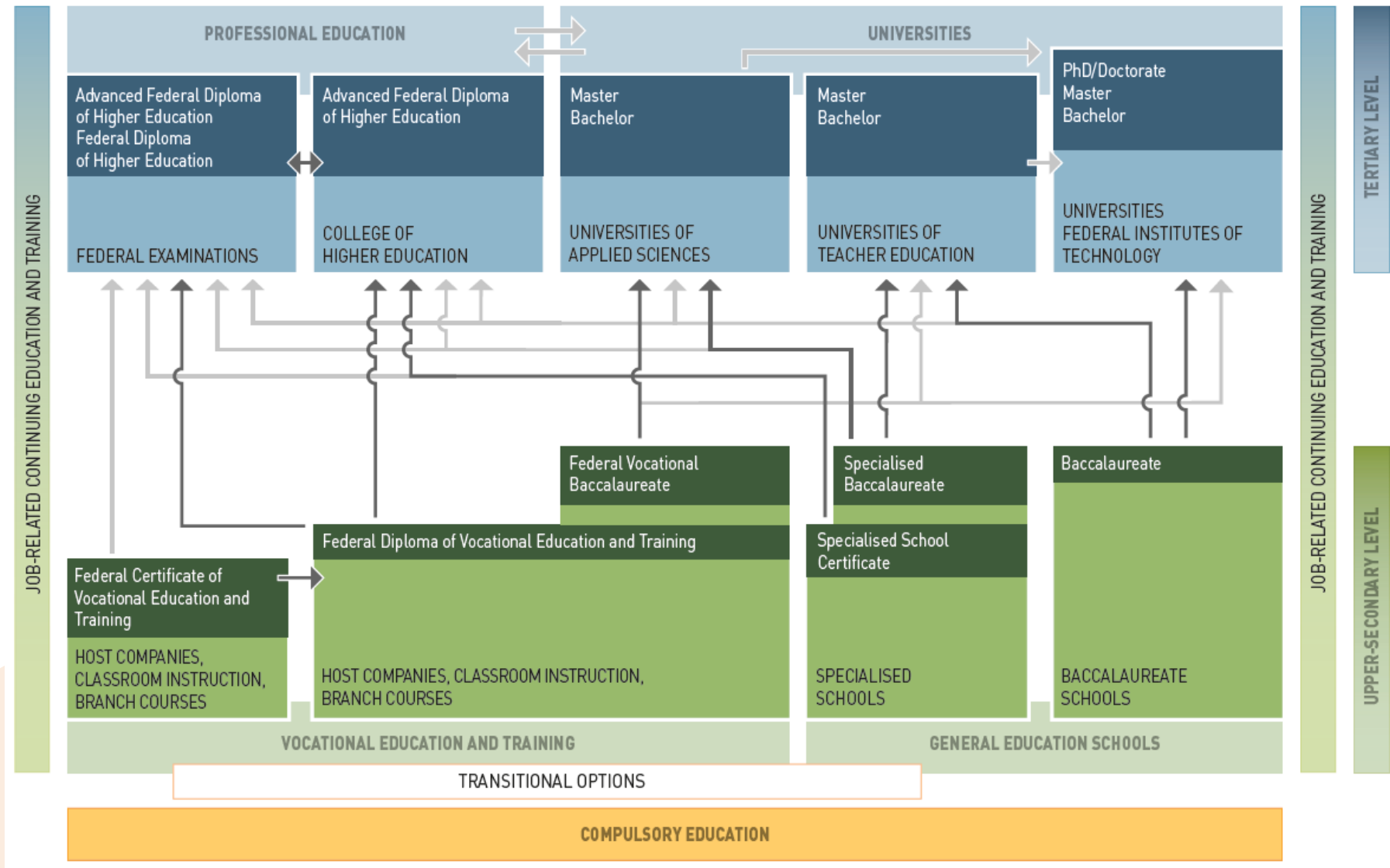
EPTA Conference, 20th September 2017



Schweizerisches Ausbildungszentrum für das Strafvollzugspersonal **SAZ**  
Centre suisse de formation pour le personnel pénitentiaire **CSFPP**  
Centro svizzero per la formazione del personale penitenziario **CSFPP**

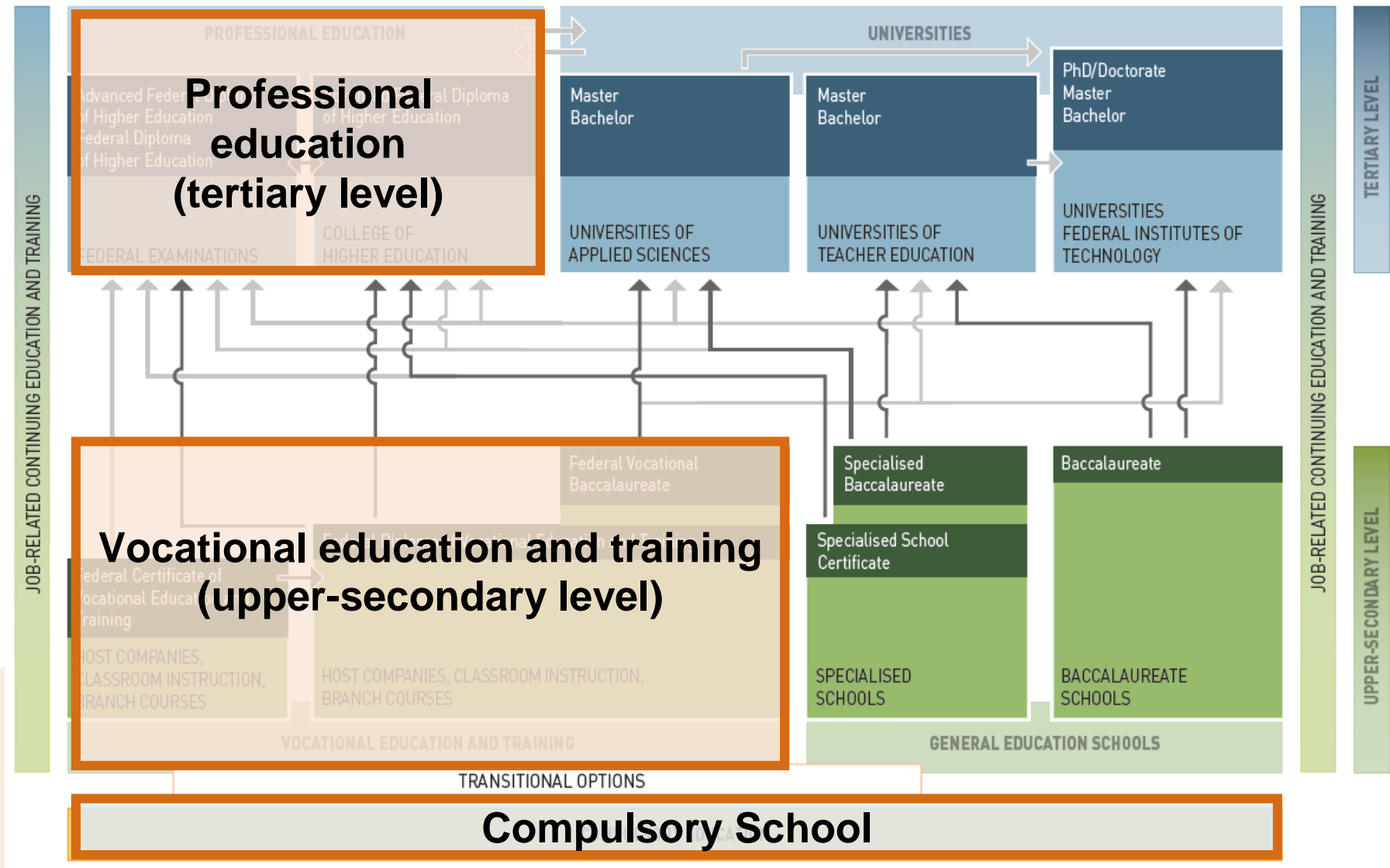
# SPSTC LEADERSHIP TRAINING

## CONTEXT AND CHALLENGES



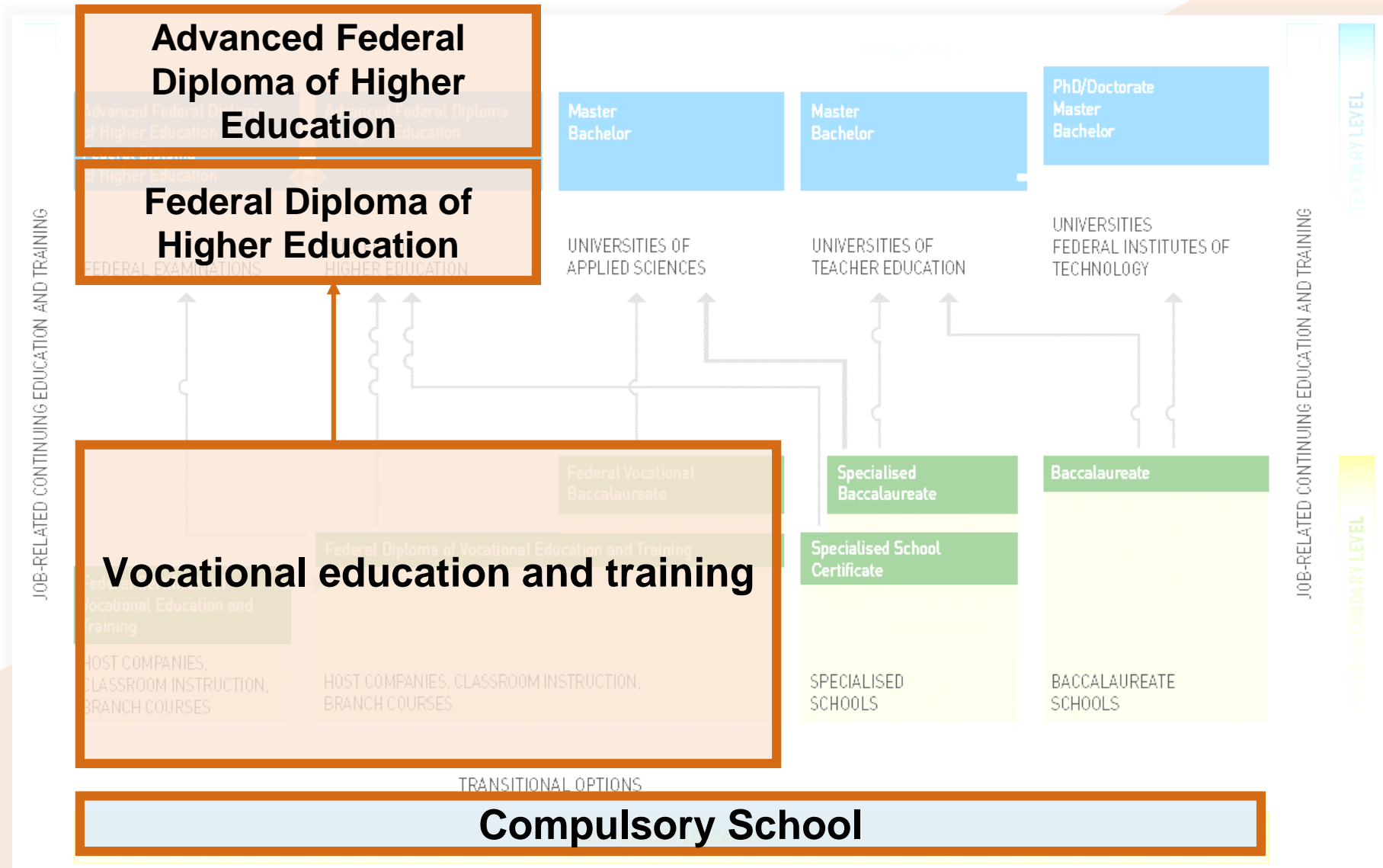
# SPSTC LEADERSHIP TRAINING

## CONTEXT AND CHALLENGES



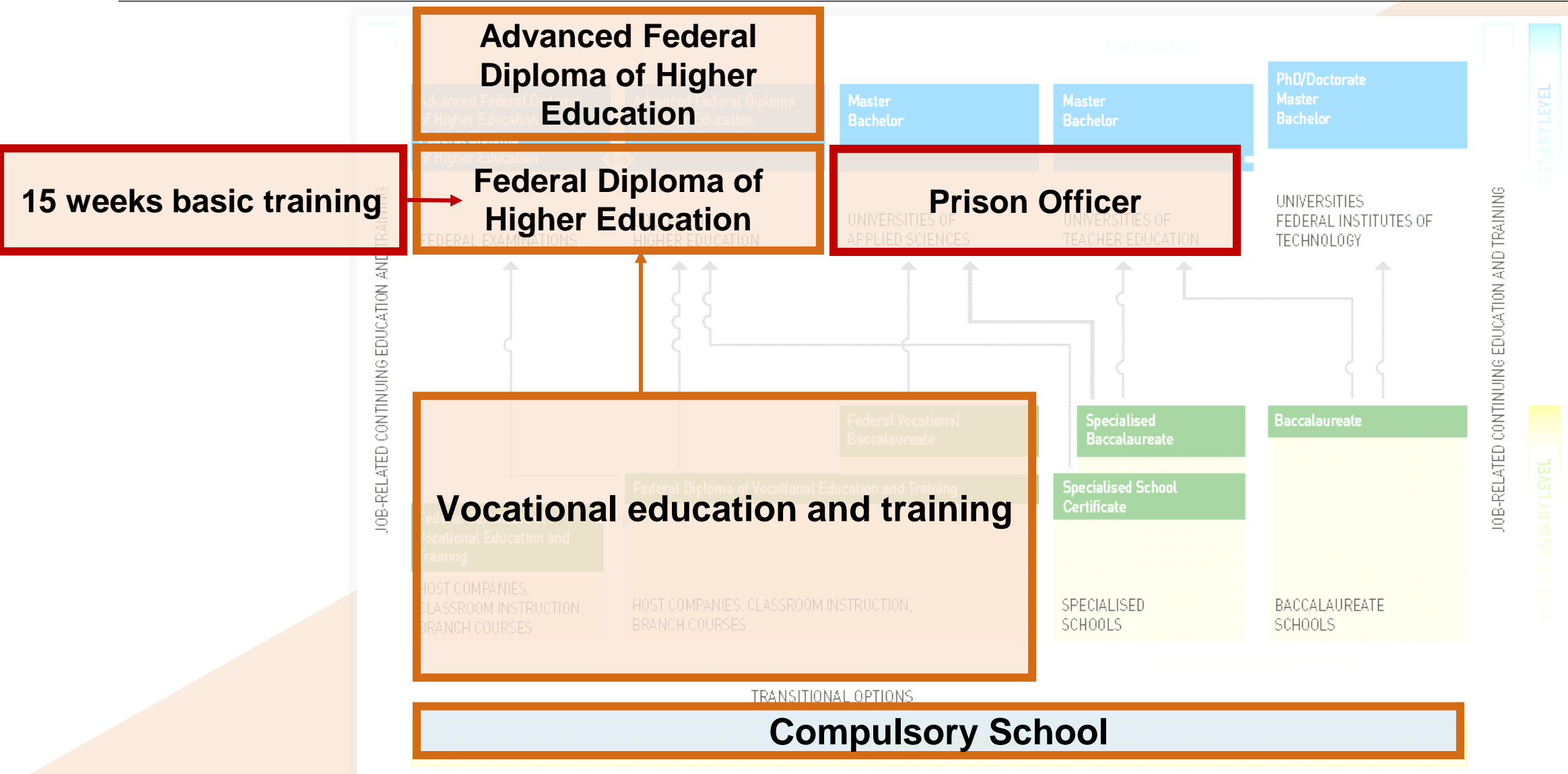
# SPSTC LEADERSHIP TRAINING

## CONTEXT AND CHALLENGES



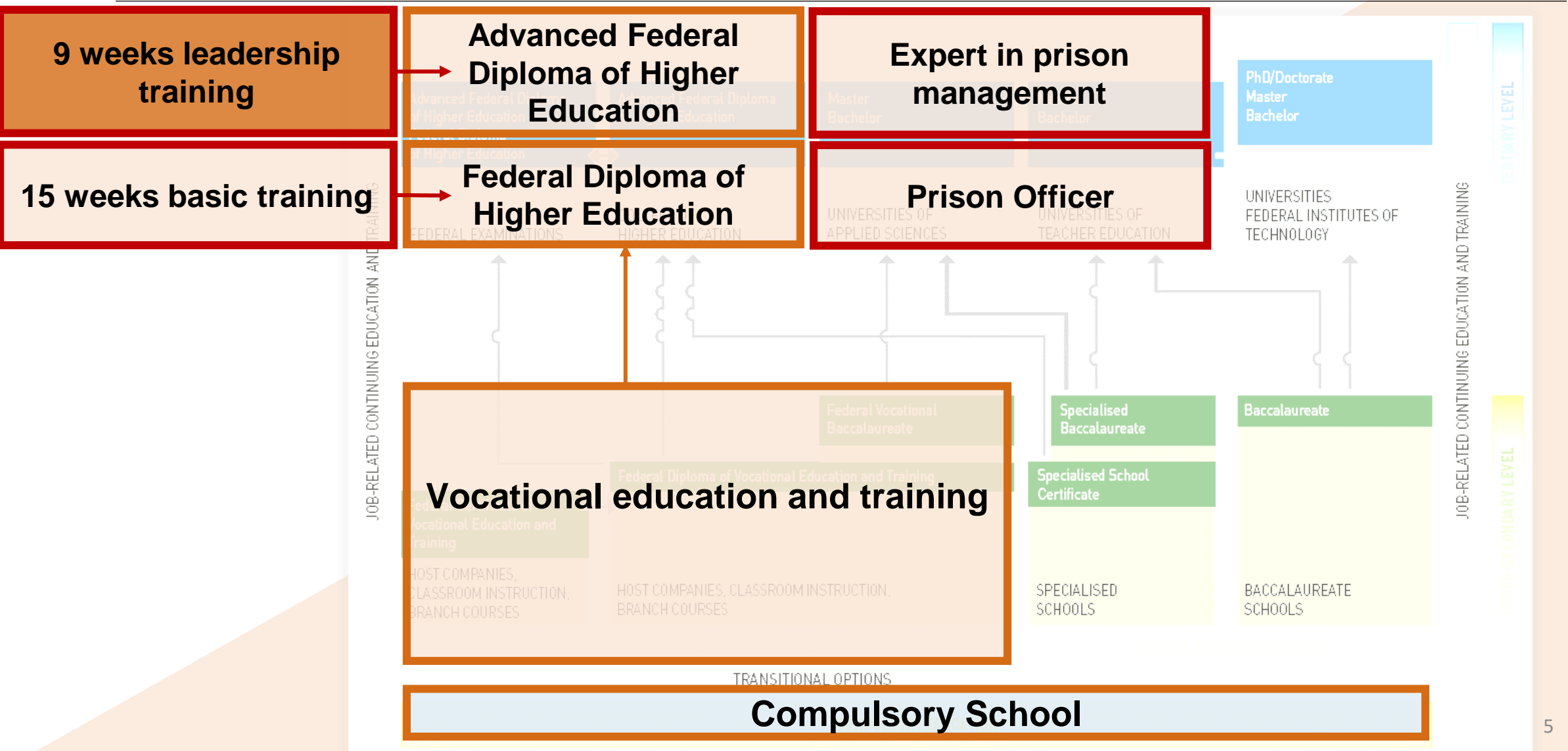
# SPSTC LEADERSHIP TRAINING

## CONTEXT AND CHALLENGES



# SPSTC LEADERSHIP TRAINING

## CONTEXT AND CHALLENGES



# SPSTC LEADERSHIP TRAINING

## CONTEXT AND CHALLENGES

### TIMELINE LEADERSHIP TRAINING OF THE SWISS PRISON STAFF TRAINING CENTER 2016 - 2018

2016												2017												2018											
<div><div></div><div>Introductory module 18. – 22. Januar 2016</div></div>												<div><div></div><div>Health in the context of depr. of liberty 20. – 24. Februar 2017</div></div>												<div><div></div><div>Adv. federal exam: group assessment 29. Januar – 9. Februar 2018</div></div>						<div><div></div><div>Graduation ceremony 15. Juni 2018</div></div>					
<div><div></div><div>Management and leadership 14. – 18. März 2016</div></div>												<div><div></div><div>Deprivation of liberty specifics 15. – 19. Mai 2017</div></div>												<div><div></div><div>Adv. federal exam: defense dissertation 19. Februar – 2. März 2018</div></div>											
<div><div></div><div>Management and leadership 6. – 10. Juni 2016</div></div>												<div><div></div><div>Deprivation of liberty specifics 4. – 8. September 2017</div></div>												<div><div></div><div>Crisis management 30. Oktober – 3. November 2017</div></div>											
<div><div></div><div>Management and leadership 12. – 16. September 2016</div></div>																																			
<div><div></div><div>Health in the context of depr. of liberty 28. November – 2. Dezember 2016</div></div>																																			

# SPSTC LEADERSHIP TRAINING

## CONTEXT AND CHALLENGES

---

- Target audience of the leadership training
- Cultural differences
- Is there a need for a prison specific management training?
- Requirements by the State Secretariat for Education, Research and Innovation (SERI)



# SPSTC LEADERSHIP TRAINING

## REVISION PROCESS: DEVELOPMENT OF THE QUALIFICATION PROFILE OF PRISON MANAGERS

---

- Main activities of a prison manager, now and in the future
- Overview of the necessary competences and skills
- Description of the profession

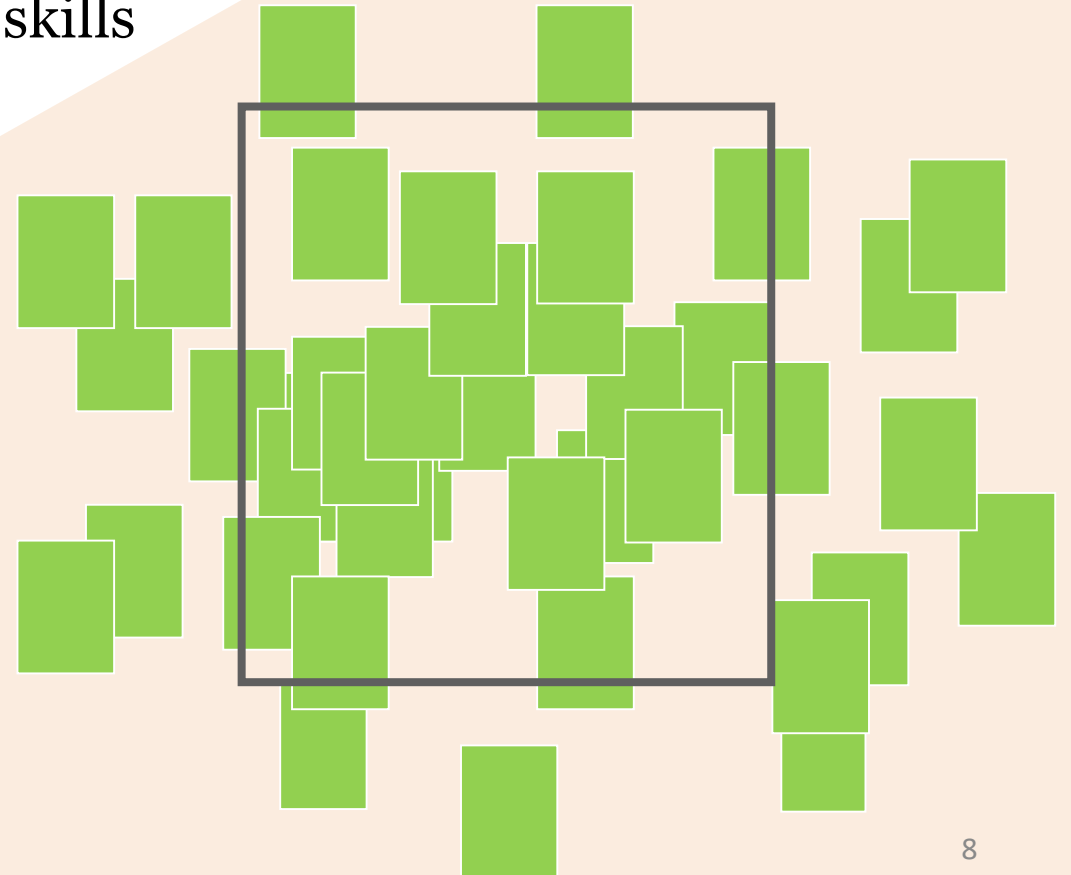
-> basis for the development of the training  
and the final exam



**SFIVET**

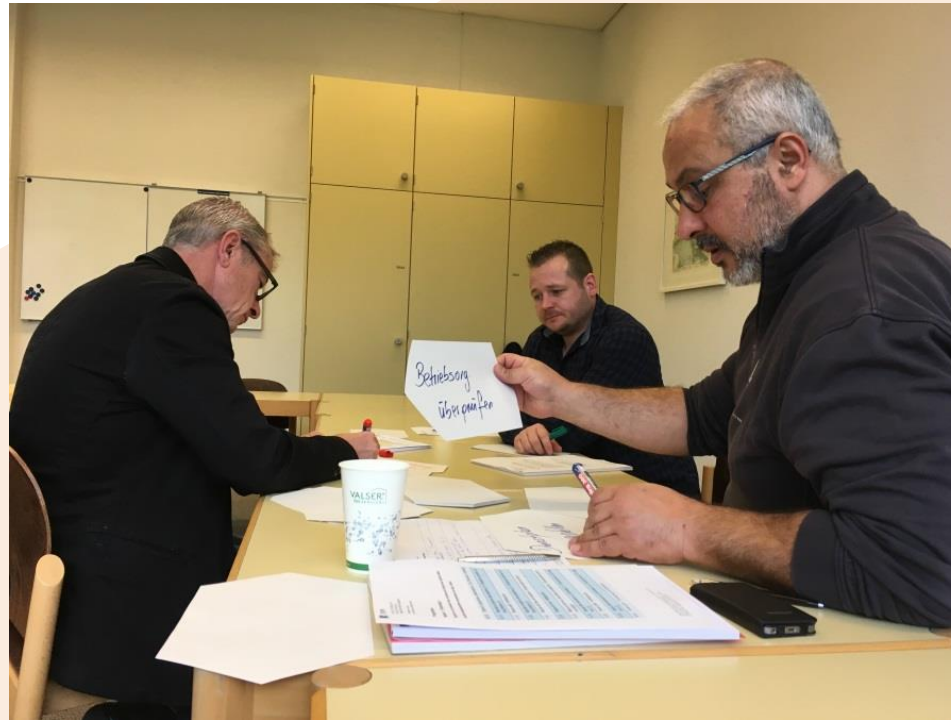
SWISS FEDERAL INSTITUTE FOR  
VOCATIONAL EDUCATION AND  
TRAINING

*Swiss excellence in vocational  
education and training*



## REVISION PROCESS: DEVELOPMENT OF THE QUALIFICATION PROFILE OF PRISON MANAGERS

## Prison Managers with less than 5 years of experience describe their activities and tasks



# SPSTC LEADERSHIP TRAINING

## REVISION PROCESS: DEVELOPMENT OF THE QUALIFICATION PROFILE OF PRISON MANAGERS

---

### **Outcome of Workshop 1: ~50 detailed descriptions of activities**

- Purpose
- Product
- Responsibility
- Laws/regulations/standards
- Participants
- Material
- Duration

-> knowledge

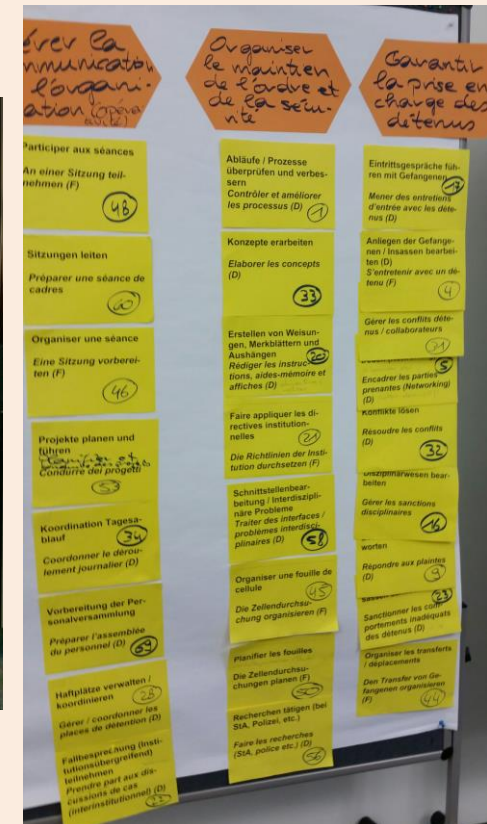
-> skills

-> attitudes



## REVISION PROCESS: DEVELOPMENT OF THE QUALIFICATION PROFILE OF PRISON MANAGERS

Prison Managers with more than 5 years of experience categorize the activities from Workshop 1



# SPSTC LEADERSHIP TRAINING

## REVISION PROCESS: DEVELOPMENT OF THE QUALIFICATION PROFILE OF PRISON MANAGERS

### Outcome of Workshop 2: first draft of the activity profile

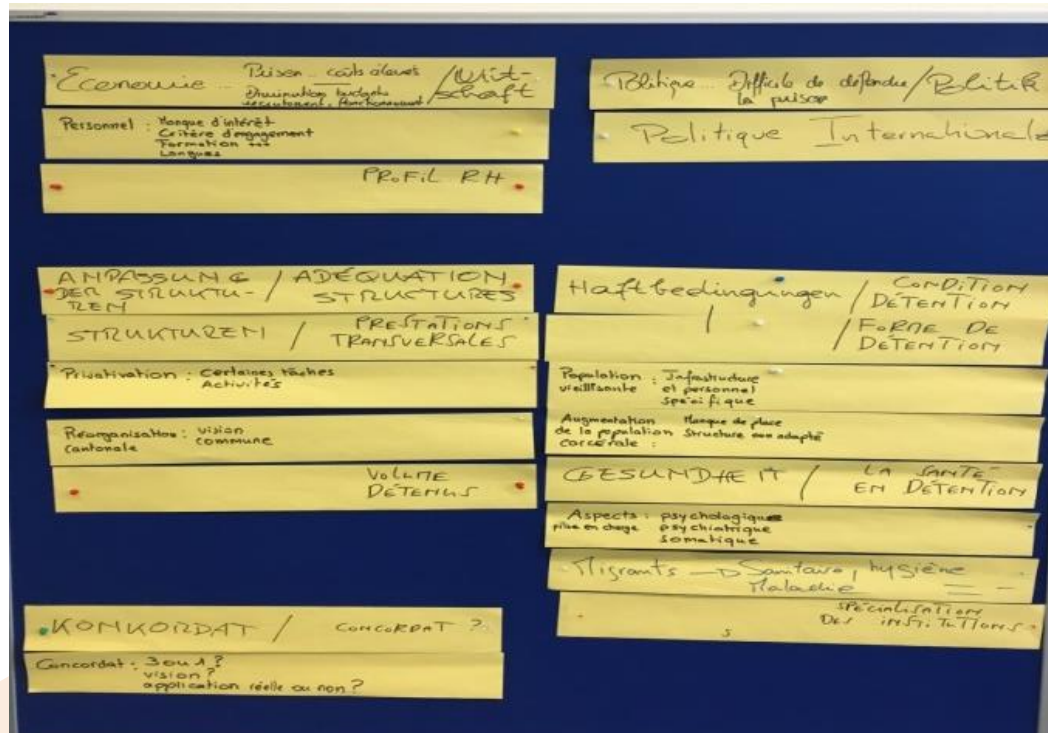
Areas of competences	Professional activities				
<b>Managing the prison staff</b>	Participating in new prison staff recruitment	Organizing measures for individual and team development	Ensuring basic training and continuing education for prison staff	Conducting formal interviews and evaluations with staff	
<b>Ensuring security and order</b>	Preventively avoiding or managing conflicts in the prison	Sanctioning inmates' inappropriate behaviour	Organizing and implementing security and order checks	Managing crisis interventions	

# SPSTC LEADERSHIP TRAINING

## REVISION PROCESS: DEVELOPMENT OF THE QUALIFICATION PROFILE OF PRISON MANAGERS

### Workshop 3:

Experienced prison managers and additional experts discuss future developments



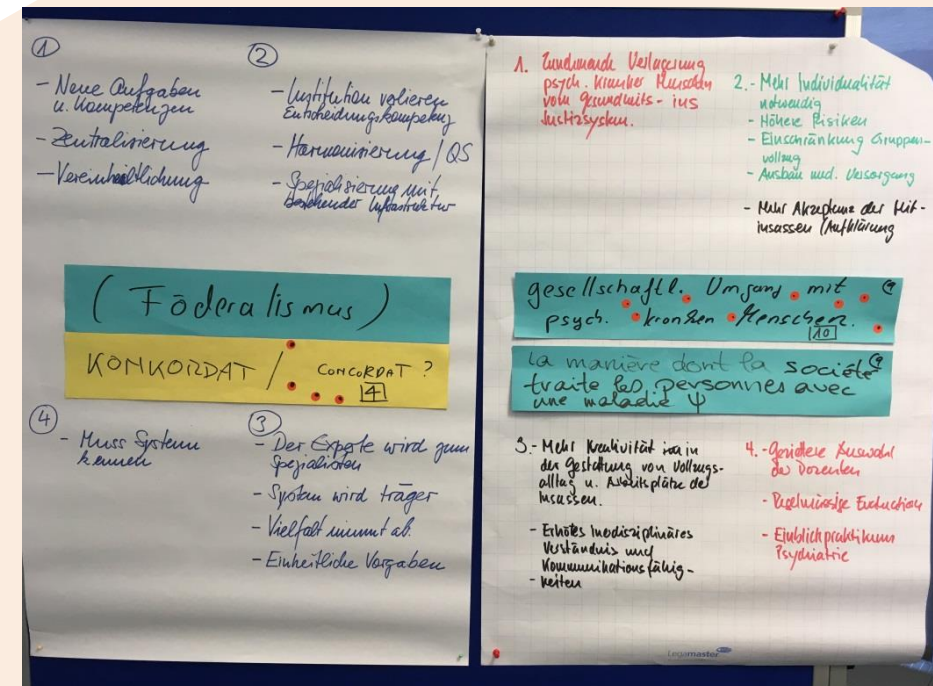


# SPSTC LEADERSHIP TRAINING

## REVISION PROCESS: DEVELOPMENT OF THE QUALIFICATION PROFILE OF PRISON MANAGERS

### Outcome of Workshop 3:

- Adaptation / further elaboration of the activity and qualification profile
- List of measures for the future training



# **SPSTC LEADERSHIP TRAINING**

## **REVISION PROCESS: DEVELOPMENT OF THE QUALIFICATION PROFILE OF PRISON MANAGERS**

---

### **Workshop 4: Validation of the results from Workshop 1-3**

- Activity profile
- Job description
- Description of each competence area
- Necessary knowledge/skills/attitude for each professional activity

Open to any interested person from the correctional field



# SPSTC LEADERSHIP TRAINING

## REVISION PROCESS: EXPERT IN PRISON MANAGEMENT ACTIVITY PROFILE

Managing the prison facility staff	<a href="#">A1</a> Participating in new prison staff recruitment	<a href="#">A2</a> Receiving the institution's new personnel	<a href="#">A3</a> Organizing measures for individual and team development	<a href="#">A4</a> Ensuring basic training and continuing education for prison staff	<a href="#">A5</a> Conducting formal interviews and evaluations with staff	<a href="#">A6</a> Conducting informal meetings with prison staff	<a href="#">A7</a> Managing personnel files	<a href="#">A8</a> Providing coaching and support to prison staff following major events
Organizing prison staff's work	<a href="#">B1</a> Planning the prison staff's timetables	<a href="#">B2</a> Planning and coordinating daily routines	<a href="#">B3</a> Planning and conducting meetings and reports	<a href="#">B4</a> Ensuring communication within the prison				
Ensuring the daily management of inmates	<a href="#">C1</a> Elaborating and implementing concepts for penal institutions	<a href="#">C2</a> Planning and implementing projects in the penitentiary field	<a href="#">C3</a> Managing detention areas	<a href="#">C4</a> Planning the implementation of penal sanctions using a risk- and resource-oriented approach and acting accordingly	<a href="#">C5</a> Conducting interviews with inmates	<a href="#">C6</a> Dealing with the inmates' requests	<a href="#">C7</a> Organizing the transfer/movement of inmates	
Ensuring security and order in the institution	<a href="#">D1</a> Preventively avoiding or managing conflicts in the prison	<a href="#">D2</a> Sanctioning inmates' inappropriate behaviour	<a href="#">D3</a> Preparing responses to appeals	<a href="#">D4</a> Organizing and implementing security and order checks	<a href="#">D5</a> Writing directives and memos for the prison's various partners	<a href="#">D6</a> Optimizing the prison's procedures and processes	<a href="#">D7</a> Managing crisis interventions	
Collaborating with internal and external partners of the penal institution	<a href="#">E1</a> Leading inter-institutional and inter-disciplinary discussions	<a href="#">E2</a> Writing implementation reports	<a href="#">E3</a> Managing inter-disciplinary issues	<a href="#">E4</a> Representing the sector or department before the management of the penal institution	<a href="#">E5</a> Providing a network for the penal institution's partners	<a href="#">E6</a> Conducting research	<a href="#">E7</a> Working on public relations with the theme of custodial sentences	
Administration of financial and material resources in the domain of custodial sentences	<a href="#">F1</a> Generating key figures for the penal institution	<a href="#">F2</a> Establishing and controlling the budget	<a href="#">F3</a> Requesting renewal or acquisition investments	<a href="#">F4</a> Researching and obtaining mandates to provide work for inmates	<a href="#">F5</a> Controlling production in the prison	<a href="#">F6</a> Invoicing the services provided by the penal institution		

# SPSTC LEADERSHIP TRAINING AND NOW?

---

## **Results serve as frame of reference for**

- future examination regulations
- future training programme

- + Continuing education of prison managers
- + Management training for prison officers looking for a promotion
- + Training of prison governors / directors



# SPSTC LEADERSHIP TRAINING

## DISCUSSION

---

