EXPERIENCES IN PRISON SECURITY MANAGEMENT

-DYNAMIC SECURITY-

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Elements of dynamic security

Dynamic security plays an essential role in the daily management of prisoners. It is described differently in different prison systems around the world, and is often not well understood or practiced.

It is a specific approach to security, based on *knowledge of the prisoner population and the understanding of the relationships between prisoners and between prisoners and prison staff.*

Creating respectful and responsible relationships between prison staff and prisoners is effective in ensuring that the power staff members have over prisoners is not perceived as provocation or punishment and allows staff to better anticipate problems and security risks within a prison.

Whereas dynamic security refers to the interaction between prison staff and prisoners, based on positive relationships, information sharing and daily routines, **static security refers to the physical infrastructure and equipment within a prison.**

Both elements are essential to developing a safe, humane and secure prison environment.

Without the benefit of minimal security infrastructure, staff members are restricted in their ability to effectively control and manage prisoners, particularly where overcrowding exists. Similarly, security infrastructure is of limited value if staff capacity and competence are inappropriate. This interdependence was often highlighted during serious prison incidents. It is often said that vigilant prison staff members prevent prison-breaking and incidents, not bars and locks.

In many countries, prison security focuses solely on static infrastructure, such as walls, bars and concertina wire. Dynamic approaches are not recognized or considered relevant in maintaining security and good order.

Prison management often has to make difficult decisions where limited resources exist.

Corrections trainers should assist prison management in better understanding the role and benefits in creating a prison operating framework that combines both static and dynamic elements, including developing and training prison staff.

Dynamic security is more effectively implemented in a prison, when prison management actively supports its introduction and leads, by example, for instance, by routinely visiting all areas of the prison and talking to both staff and prisoners.

Dynamic security needs to be supported by the development of appropriate policies and procedures, and effective staff recruitment, selection and training by prison department management. Prison staff should be aware of the advantages of implementing dynamic security in a prison and how it enhances security beyond the strict application of prison rules and regulations.

Corrections staff need to challenge old work practices through mentoring until the new practice is implemented.

Corrections staff should assist prison management in reviewing existing security practices based on their experience and daily observations in the prison. They should promote and support the introduction of improved security practices and identify related staff training requirements.

Having that on mind, in the Romanian Prison System, since 2009, we started a different and intensive training program for the prison staff, on communication and negotiation abilities.

We started our training programs at the national level, coordinated by the specialists from NAP. At the beginning, we concentrate on the management of the operational incidents. Then, in every prison, the training program was practiced under the direct supervision of special trained personnel.

The next step was training at the regional level on the management of the critical incidents. Since the beginning of 2014, we have organized big exercises with all the responsible people on critical incidents.

And in the fall, we will have an exercise for the top management of a critical incident, with our partners from gendarmerie, fire fighters and other security systems.

The practical exercises are an important part in every courses, whether on the communication and negotiation skills training, or about special operating teams courses.

We have also trained the intervention teams in applying the new intervention procedures. The base principle of this new procedure is: assure a legal, safe and nonaggressive intervention.

Regarding static security, we have trained special canine units for drugs and mobile phones detection.

We emphases the fact that in all courses we have a communication module.

Prison staff members need to understand that interacting with prisoners in a humane and equitable way enhances the security and good order of a prison.

Daily security routines, such as daily report, searching, managing prisoner movement, classifying and separating prisoners, contribute to good order in a prison and provide staff with essential contact with inmates.

Correction trainers should assist prison management in developing meaningful, structured daily routines for prisoners, which contribute to prisoner rehabilitation and the good order of the prison. Having an empty exercise yard while prisoners remain contained in often overcrowded cells is of no benefit. Structuring regular exercise periods or allowing smaller groups of prisoners to exercise should be encouraged.

Withal, a large amount of educational activities are inserted in the inmates daily schedule, that are meant to keep them outside the cells as long as possible and in contact with prison staff.
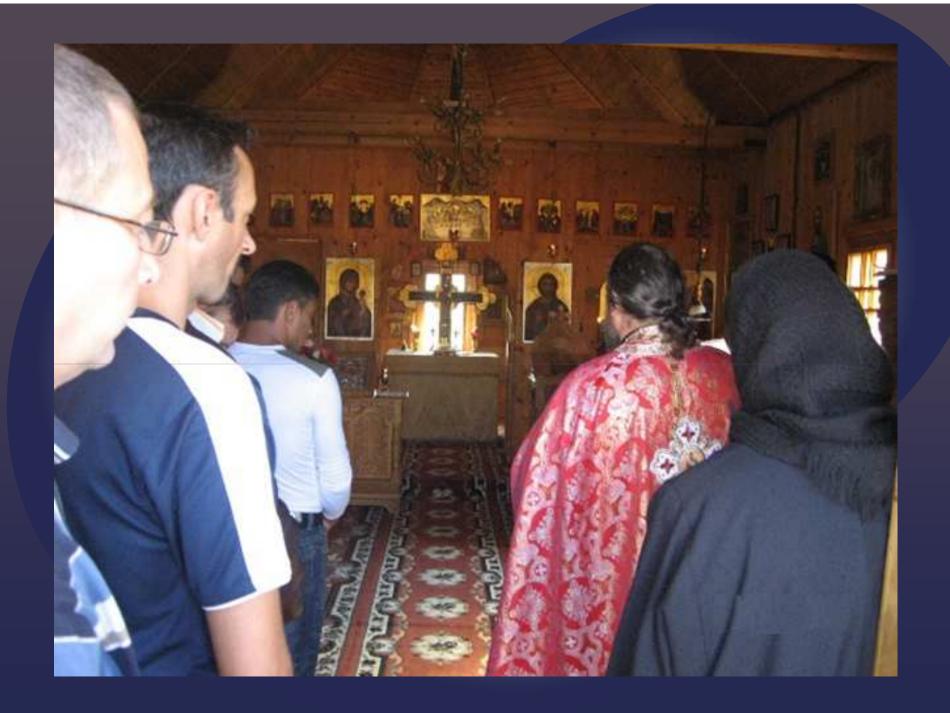
This way,

-By finishing school, training sessions, educational programs or activities such as internal competitions and plays,

-For inside or outside work,

-For preventing or disposing a risk situation,

Inmates can gather credit points that can be used for rewords.

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Credit system

❑ **Unitary, objective, predictable system**, that gives persons in custody responsibility.

❑ **Fair and transparent system**, that conditions the inmates' behavior, in a pro-social way.

❑ **Stimulates involvement** in approaches carried out while in custody and develops inmates/interned persons' motivation to adopt a pro-social behavior.

❑ Prerequisites have been created for extending its application in order to **decide/change the prison regime** and to formulate proposals for inmates' release.

Credit system

❑ Based on records operated by the staff carrying out activities directly with inmates. **For each activity/program, the inmates participating are allocated a certain number of credits** – set depending on the complexity and duration of approach and effort level.

❑ When **granting a reward** or consecutively to **application of a disciplinary sanction**, out of the total credits accumulated a certain number of credits **is subtracted**, the remaining credits being available for future use.

❑ **Record and management credit** is done automatically, via **computer application**.

reward

new activities

reward

activities

THE NATIONAL STRATEGY FOR SOCIAL REINTEGRATION OF PERSONS DEPRIVED OF LIBERTY

❑ It aims:

➢ **to create an** interactive, functional, articulated, **inter-institutional cooperation mechanism** with clearly defined responsibilities along successive stages of the social re-integration process;

➢ **to draw in** public institutions, associations and non-governmental organizations of relevance in the field of social re-integration;

➢ **to attract resources** for support given to inmates.

THE NATIONAL STRATEGY FOR SOCIAL REINTEGRATION OF PERSONS DEPRIVED OF LIBERTY

STRATEGIC GOAL I – Development of the institutional and inter-institutional capacity in the field of social re-integration of inmates and former inmates;

STRATEGIC GOAL II – Development of educational programs and social and psychological assistance during the period of detention and informing the public opinion;

STRATEGIC GOAL III – Facilitation of assistance after-release at the system level.

The importance of intelligence in dynamic security

Nowadays, information is a core-factor in decision-making and consequently in taking the best active measures.

Most of the decisions taken by top management are based on the information provided by the *intelligence department* and by other external services.

Crime and terrorism prevention department collects intelligence from the prison environment, analyzes and corroborates it with data provided by other departments and then disseminates it to decision makers who are authorized to take legal measures.

By identifying vulnerabilities, risks and threats to the security of the prison system, *Crime and terrorism prevention department,* with the support of other departments, is helping to develop a safe and secure environment for both inmates and prison staff. And that it is a very important matter for the top management decisional process.

Managing a prison today it is a big challenge, but if you invest in the write people and in technology, you only can hope that will become an easier job.

Thank you!