



Schweizerisches Ausbildungszentrum für das Strafvollzugspersonal SAZ

Centre suisse de formation pour le personnel pénitentiaire CSFPP

Centro svizzero per la formazione del personale penitenziario CSFPP

# Innovations in the Training of Swiss Prison Staff

June, 2014



## Key figures (2013)

	2011	2012	2013
Number of prisons	111	109	110
Total prison population	6'065	6'599	7'078
Number of detainees per 100,000 inhabitants	77	83	87
Proportion of foreign nationals (in %)	71.4	73.8	74.3



# Our main objectives

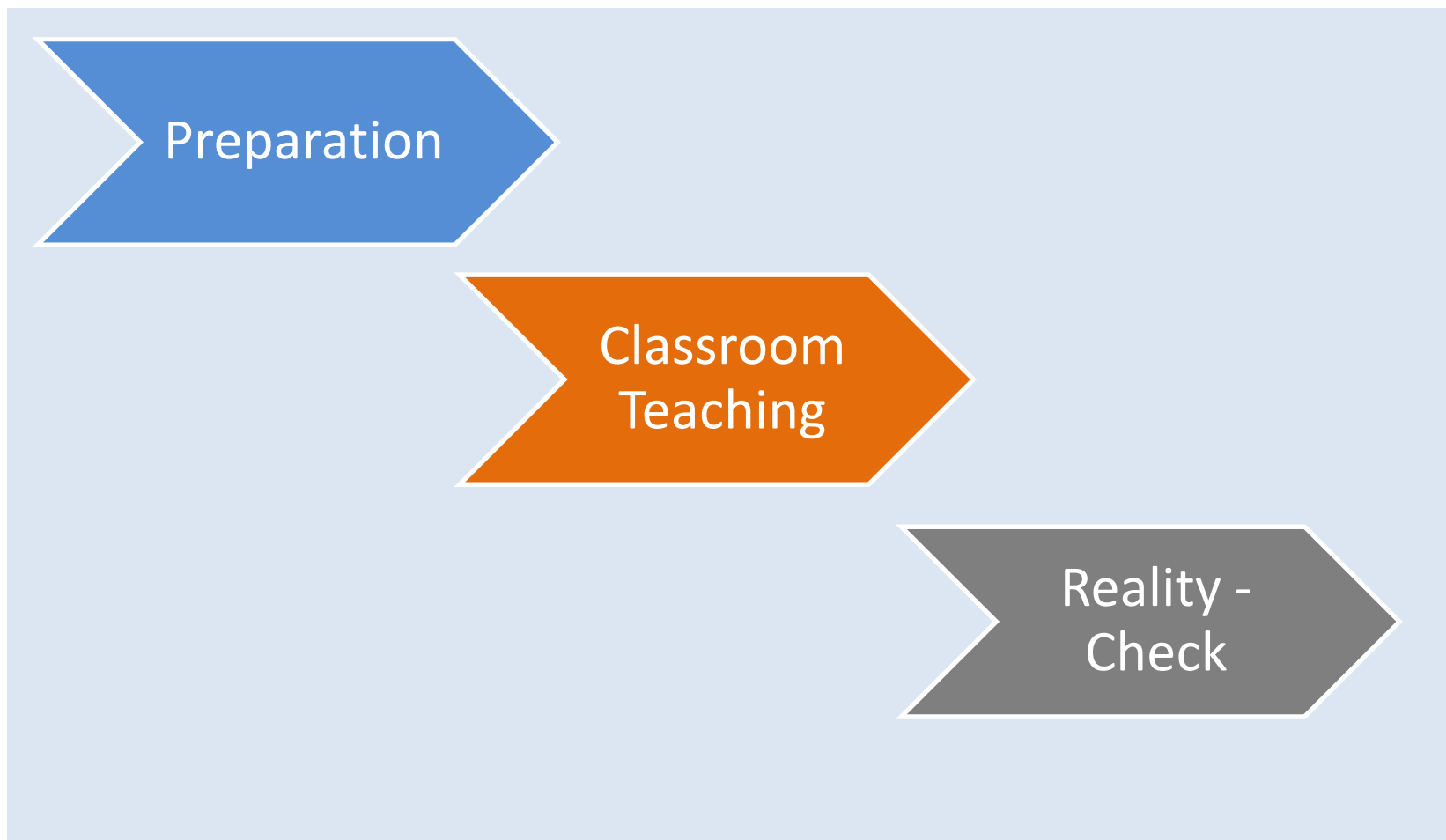
- Basic training for Swiss prison staff
- Advanced training for prison guards, judicial authorities and probation officers
- ***Management training / leadership training***
- Biannual penitentiary-conference in Fribourg in collaboration with the University of Fribourg;
- Specialized library and website „[prison.ch](http://prison.ch)“



Title	Topics	Duration
Introduction	Work techniques, group dynamics, political science, law, different types of institutions, ethics	5 days
<b>Management</b>	<b>Corporate management</b>	<b>15 days</b>
Health in prison	Psychiatric & somatic disorders, health services, in-house health promotion	10 days
Special topics „world of prison“	Security, prison sociology, support and care, work, disciplinary sanctions	10 days
Communication in a crisis	Simulation of a crisis	3 days
<b>Final exam</b>	<b>Thesis, group assessment</b>	



# Management course





1. To unburden the lectures: preparation at home mandatory with special literature and case studies.
2. Reality-check: Testing of the present practice in one's own penitentiary, analyses, checklists, benchmarking with other institutions.



# Blended Learning

- Special form of learning that combines the advantages of regular classroom teaching and e-learning.





## Topics of the management course

### Key Figures

Work- and learning techniques, negotiation styles and strategies, ethics, projekt management, policy deployment, quality management, HR, leadership, communication, etc.

## New approach

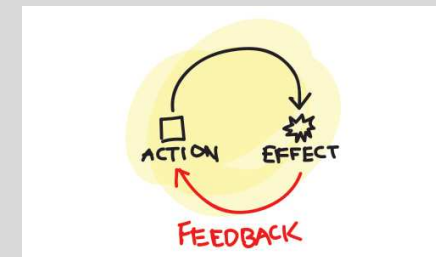
- New roles for lecturers and participants
- Only little input from lecturers
- Participants simulate the management of a penitentiary in working groups
- All topics are prepared in these roles
- Role of the lecturer: Coach





## Consequences

- Advanced motivation of participants as well as lecturers
- Often very realistic problem-solving
- Feedback culture





# Final exam / Assessment

Final exam in basic course  
(written exam, 160 participants, highly specific knowledge)

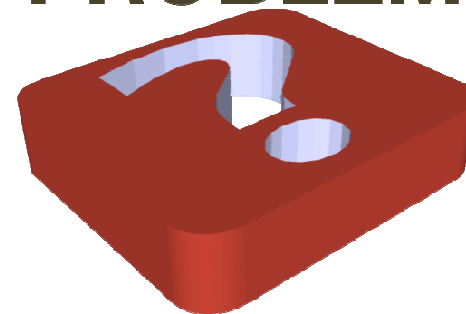


Final exam in the leadership training  
(problem oriented, group exam with 4 candidates – 3 hours – 2 experts)



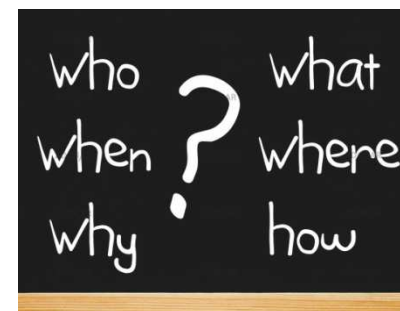


*What's your*  
**PROBLEM**



## **Problem / assignment**

Statistical data suggest a rapid increase of the population of elderly inmates. To address this problem, a working group has been formed. The following questions should be answered:



## Questions

- What are the advantages and disadvantages of a mixed concept – i.e. younger and elder inmates in the same unit? Advantages and disadvantages for the inmates? For the institution?
- What would the advantages and disadvantages of a separate unit for the elderly be?
- What would the aspects of such a unit have to be regarding staff, concept and infrastructure?



## What has to be done?

1. The working group should answer these questions to a (fictional) Minister of Justice in a brief presentation.
2. An outline proposal should be elaborated and presented to the Minister of Justice.



# Evaluation



- Two experts observe the candidates during the three hours of work.
- Individual as well as collective aspects are assessed.
- The assesment is documented on a checklist with 20 items.
- Items are e.g. planning, realisation, time management, presentation, reflection and the result of the group as a whole.



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Thank you for your attention!