

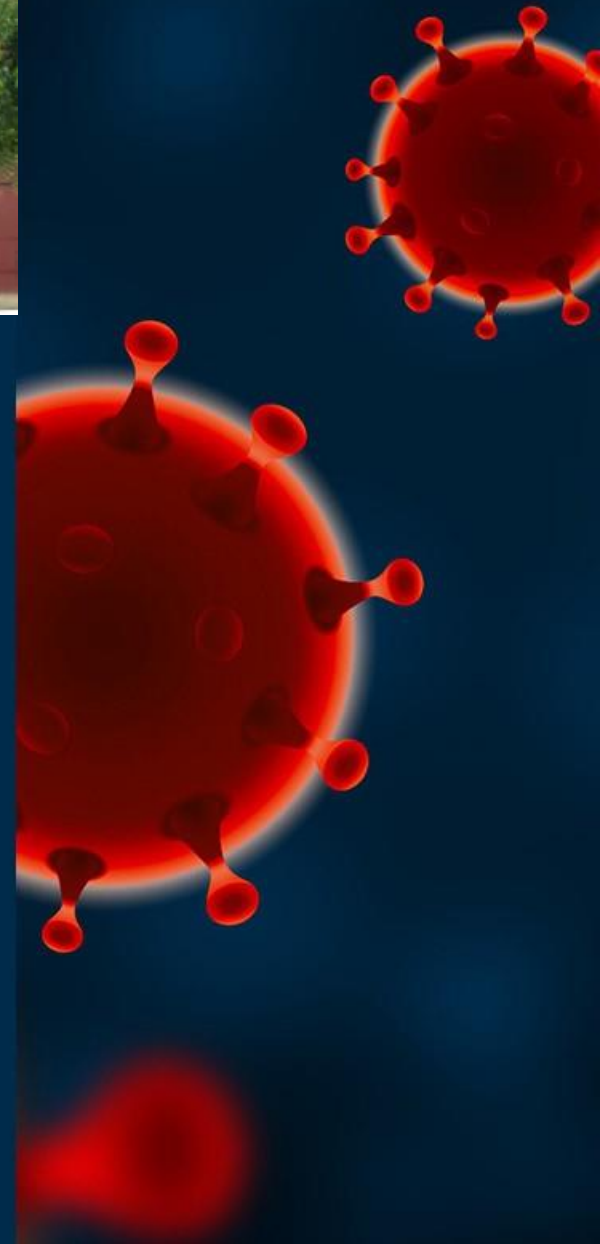
Managing the academy and the training during the Covid-19 crisis





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2. The strategy :
 - The lockdown : instructions & business continuity plan
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Introduction

13 March 2020 : the decision was taken to close public schools

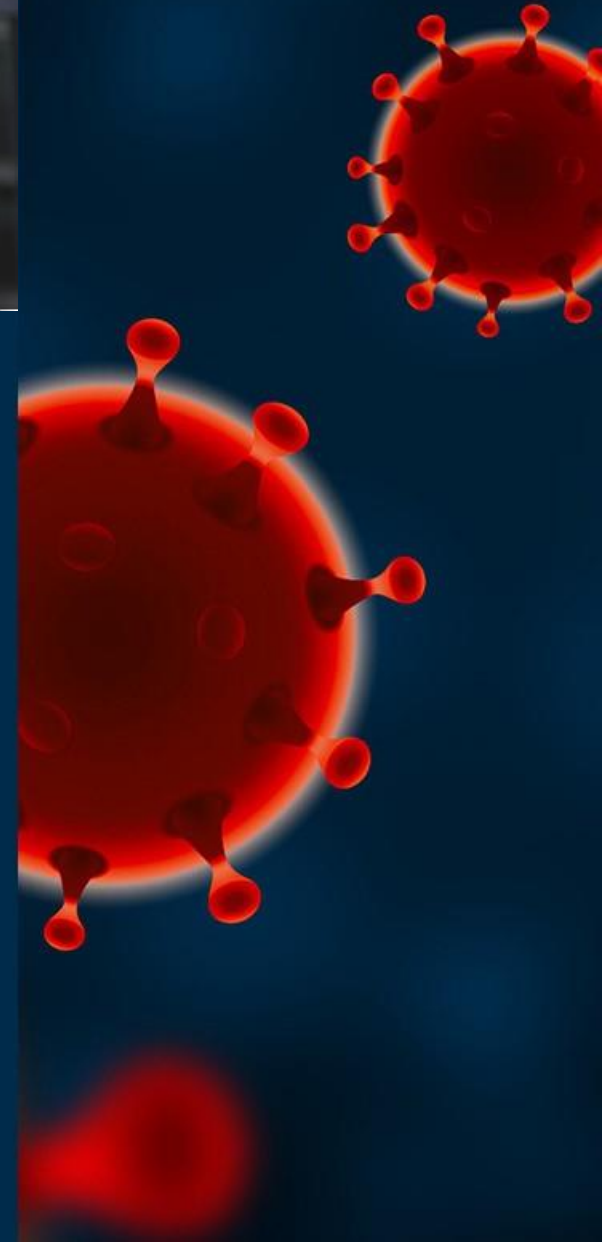
17 March – 11 May 2020 : Period of mandatory lockdown.

AT THE ENAP on March 13th :

- 13 promotions were in training (998 trainees) including 2 promotions of trainee prison officers starting their training

IN THE FIELD :

- prisons continued working (fewer inmates)
- Deteriorated working conditions for probation services



1. What is at stake in this health crisis ?



- Keeping the training under the same format (prison officers are given priority)
- Secondary objective : mobilising the logistical resources supporting the training
 - General secretary (budget, HR, IT services, internship follow-up)
 - The training directorate and its different training sections

2. THE STRATEGY

A) Under lockdown:

Main objective : setting a training continuity plan focusing on three major issues :

- The training schedule to be kept as is
- Work/study program kept but reorganised within the schedule
- The training content : removal (ex. intervention techniques) or dematerialisation (e-learning)

Secondary objective : setting a business continuity plan under deteriorated conditions :

- General secretary (budget, HR, IT services, internship follow-up)
- The training directorate and its different training sections



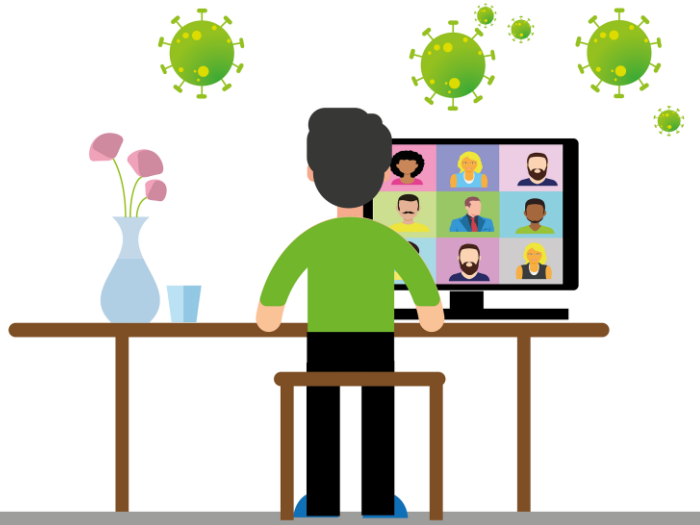
2. THE STRATEGY

Operational application of the training continuity plan :

- Trainees carry out / extend their internship.
- On-campus trainees go back home
- The training content is developed digitally
- Pedagogical follow-up is ensured (Evaluations are reorganized : videoconferences, ...)
- Technical support for the trainees (IT services ; digital training unit)

Operational application of the business continuity plan :

- Implementing the degraded mode for the services in-person
- Addressing the administrative/legal consequences for HR
- Organising home working & developing teleworking
- Implementing major health procedures



2. THE STRATEGY

Piloting the business continuity plan

- A daily in-person executive committee on the campus (with the services included in the plan)
- A weekly videoconference with the approving authority
- Regular contacts with the administrative & health authorities

Crisis communication :

- Mailing-list communication (official regular communiqués)
- Through the Internet website, Facebook, the Moodle platform
- Keeping the dialogue with the trade unions, even informally
- Videoconferences with the authorities



2. THE STRATEGY

In terms of crisis management

- Regular videoconferences with the academy's services via TEAMS. Four objectives:
 - Regular information towards the agents
 - Implementing e-training : different media files, videos of commented PowerPoints with a visual presence of the trainer, live virtual classes with written questions, assessments with quizzes, MCQ ...
 - Keeping a work dynamic even remotely
 - Avoiding disengagement.
- Regular follow-up of the administrative position of the agents and of the vulnerable persons :
 - Keeping the link between employee/employer during the crisis & remotely.
 - Identifying the vulnerable persons.
 - Fighting against the risk of isolation.



2. THE STRATEGY

- **Implementing a follow-up table**
 - Trainers get a summary of the decisions for each training section
 - The table is updated every day.



2. THE STRATEGY

B) The deconfinement in two steps:



Prior to the official deconfinement date (11 May 2020):

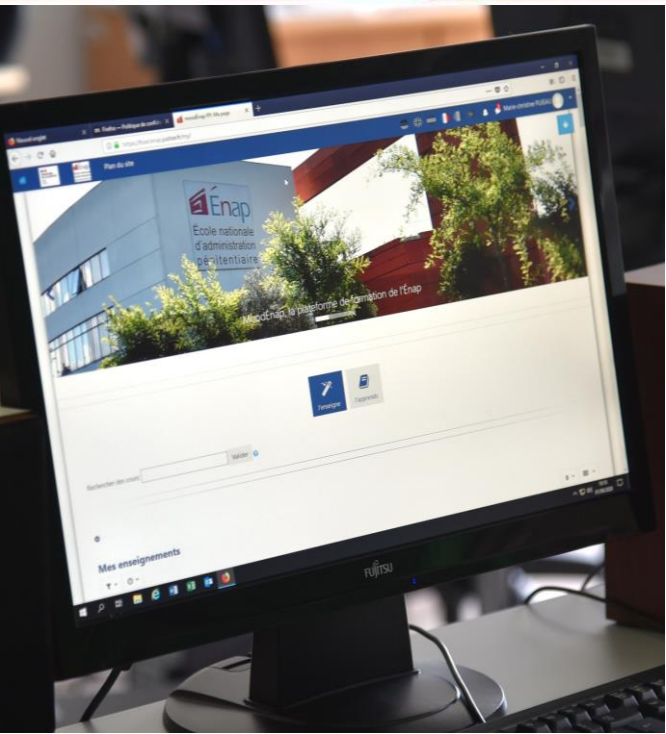
- 30 April : FEEDBACKS on the lockdown period by the services included in the continuity plans
 - 6 May : health, safety and working conditions committee
 - Local authorities are invited to verify the protocol in place.
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- Deconfinement as of May 11th :
 - 11 – 22 May : reopening with the staff (presentation of the recovery plan and health measures, mapping of the individual situations)
 - 25 May : trainee prison officers are received to finish the training. The campus areas were reorganized
 - A full training week of online theoretical training is implemented to limit the number of trainees on-site.

3. Confirmed cases of COVID contamination



- 3 cases in August (2 trainees, 1 staff), leading to a “cluster” status
- It allowed to put in practice the recovery plan that was set
- The regional health agency intervened quickly (31 “contact persons” tested and isolated)

4. Analysis and recommendations



- A weak point revealed : digital dependence (both in terms of training and HR)

In terms of training

- Even though it was already a priority, the digital platform development speeded up
- It allowed to prevent a pedagogical break
- Three objectives
 - Reinforcing the technical performance of the platform
 - Training the trainers to the digital applications
 - Providing equipment to the trainees

-

4. Analysis and recommendations

In terms of human resources management

Implementing teleworking in a crisis situation was complex :

- During lockdown, only a few middle managers and trainers were provided with computer equipment.
- The training level for this type of work organisation is lacking, especially in terms of performance follow-up
- The management methods must be adapted

⇒ Purchase of 60 computers budgeted

⇒ Training is underway to promote teleworking in the adapted legal framework

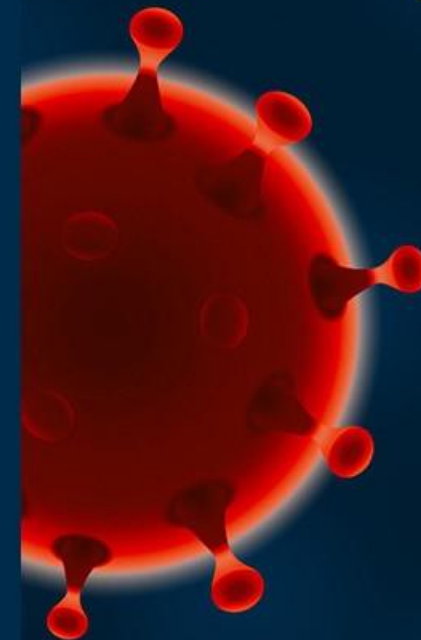
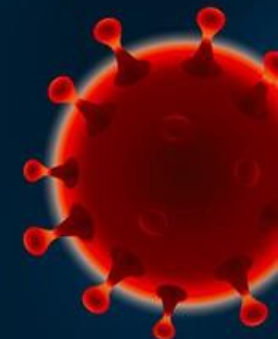
⇒ The managerial dimension must be addressed to organise partial remote work





Conclusion

- The lockdown brought changes in the academy
- It confirmed the priorities that were previously set
- It speeded up the needed reforms
- A reflection period is necessary to implement the new professional practices within the organisation





Questions

- How do we set and respect the training standards in a crisis situation ?
- Up to what level can we accept a degradation of the training ?
- What is the basic essential training to respect international standards?
- How long can we hold on in this context of reorganisation ? (no immediate return to normalcy)

