PREPARING A DRAFT STRATEGY FOR THE DEVELOPMENT OF THE PRISON SYSTEM IN ROMANIA

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This project propose a strategy focused on the realization of some measurable, well definited objectives, and on a series of strategically options, supported by actions with clear dead-lines and with direct implications on the entire system of Romanian penitentiaries.
In order to determine the essentials elements of the strategy, we took into consideration the aim of this institution and the necessity to adopt a development strategy, in the context of lining-up the penitentiaries from Romania to conditions enforced of the EU.
Through the strategic objectives and the suggested actions for the system of Romanian penitentiaries, we followed as the suggested strategy for insuring a competitive durable advantage and to offers the funds required of the development.

Key Words: management of penitentiaries, development strategy, strategic objectives, risks analyse
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Introduction

Aspects of execution of penal punishments are largely unknown to the public because of lack of transparency that the administration of the prison showed at 1948 until 1990.

There are relatively few works in the world - and also romanian specialized bibliography - on the work performed in detention and management organizations in the prisons, although the issue has an extreme actuality through its social implications.

The prison management issues is addressed in scientific publications devoted to particular subsequent periods in which the negative events of prisons become public or after extensive protests or strikes caused the detainees or even the guardians.

The implementation of penitentiary system reform in Romania is ongoing, from the month of October 2006 when has entered into force the new law of penal punishment (Law no. 275/04.07.2006). So, I consider that aims to present work is presentation a management study in a special type of organization from environment of deprivation of liberty – for improving and adapting the work of these organizations to the new realities of the Romanian society. At present, in Romania, from a herd of more than 36.000 prisoners, operating a number of productive 9.600, in direct coordination and supervision of more than 2000 employees of the National Administration of Prisons (ANP). Their work is conducted in a number of 48 units subordinated ANP and 5 branches of the autonomous institution specialized in work with this category of staff - Multiproduct RA.

1. Assessing the external environment of the penitentiaries system

After a diagnostic analysis of the prison, I concluded that the evaluation of the influence of external environment on the prison system presents a particular interest, as long as it is a open socio-economic system, in which entries in the system are material, human and information resources, but particular the prisoners which are in middle of the transformations. This transformation held at social, educational and psychological behavior taking place in order to obtain results (output) to meet the society, that is concerned for the provision of safe conditions of detention and the preparation of social return of prisoners.

2. Evaluation responses to the environmental constraints

In assessing of the prison system responses to environmental constraints, I considered necessary to obtain additional information from the prison employees, from prisoners and of civil society represented by the main partner NGOs.

2.1. Resultats of polls at level of the prisons employees

Considering the staff from prison as the main catalyst for reform of professional standards and mentality in the prisons system, I appreciate that their views can help to assessment of the effectiveness of the system in relation to his mision and internal factors that determine responses to the penitentiaries system of environmental constraints.

Through Compartment Research and Studies from National Administration of Prisons, have been distributed questionnaires to a number of 399 persons. To build the sample was used on quota sampling method combined with the random and is considered representative for the research, with a margin of error of the study is ± 5% and a confidence level of 99%.

The study was descriptive in nature and main objectives were:
- Identifying the opinions of employees of units subordinated to the National Administration of Prison on the institutional and informal relationships at work;
- Identification perception prison employees on the prisoners;
- Identifying prison employees perception of the quality of vocational training and working conditions;
- Identifying prison employees opinions on the mission prison system.
Following the study were obtained the following results:

A. The appreciation of the role of the prisons
It was noted that a proportion of 42.3% of the sample of employees of the penitentiary system, consider that the main role of the prisons is social reintegration. 17.6% of the respondents consider that can not split the role of social reintegration of the custody, while less than one quarter of prison officials see in their work only important custodial role. 17.2% have not reponse to question.

B. Assessment of the management of the institution
The assessment on a scale of 1 to 10 the care shown by the leadership of the institution from achieving the objectives of management of the ANP, and to the employees ANP has generated an overall average of perception with regard to the care shown by the leadership of ANP from the tasks is of 8.56, while care for subordinates is perceived by study subjects as less - 6.60. Thus, employees consider that the level of decision-making act, directors of prisons are concerned more tasks than the subordinates. I wanted also to know what is, in the opinion of respondents, the degree of involvement of management staff in process of decision-making at the prison. In general, workers in the penal system are not considered to consult before making a decision, 63% stating that they are rarely consulted or very rarely. Even if the decision is taken without being seen and subordinates in nearly 50% of these cases the decision is not even explained, it is a simple order that a large proportion of staff (third) do not understand the meaning. Where employees are, however, consulted by senior decision-making, most of them stated that their opinions are rarely or very rarely taken into account. Specifically, only 15% of prison employees feel that they are seen and believe that personal matter and is taken into account in decision-making.

C. Evaluation sectors of activity
Respondents appreciated, by providing notes from 1 to 10, the quality of activity for each sector of activity. Almost all sectors whose work does not involve working directly with the prisoners, have over 8 note, as proof that their work is appreciated positively in the prison system. It should note the modest appreciation of activity for Social Reintegration Service (instead of 8 in quality rankings activity) which indicates a major dissatisfaction on the competence and efficiency of this sector, or dissatisfaction of the security sector employees who claim that often are not supported their work by specialists other services that work with prisoners. The biggest complaints is about the quality of medical assistance activities.

D. Vision of the overall needs of the organization
At the request to mention what would change in their unit, if they have this possibility, 32.3% of those interviewed have not given any response. The fact that one third of respondents hesitate to answer such a question, although employees are clearly dissatisfied many aspects of activity in the penal system, may have different reasons: fear, carelessness, lack of imagination.
Of those who responded to this question, most responses (15.1% of the sample, and 22.2% of quantifiable responses) were referred to the desire to change the mentality of staff. Ranks second (8.2%) is intended to supplement the staff with new employees. 6.5% of the interviewed would change the relationship work, and 6.1% would create conditions and an atmosphere of more pleasant. 5% of respondents would invest in new facilities, 3.6% would make organizational changes or would change the division of tasks by sector, the same percentage of employees would insist on motivational factors and 3.6% would change the style of work management. Only 3% of respondents would dismissal (1.1% would dismiss the leadership, and 1.8% would dismiss staff in other sectors).

2.2. Resultats of polls at level of the prisoners
Considering that the prison system performance is reflected by the degree to which people deprived of freedom can return into community as citizens capable of living and is claimed by its own forces, in compliance with the laws and moral norms accepted, I appreciate that their views can help us to evaluate the effectiveness of the system in relation to its social mission.
Information obtained from a total of 681 prisoners, which is considered a representative sample for the research, with a margin of error of research ± 5%. reveals the following perception indices on the quality of life of detention:
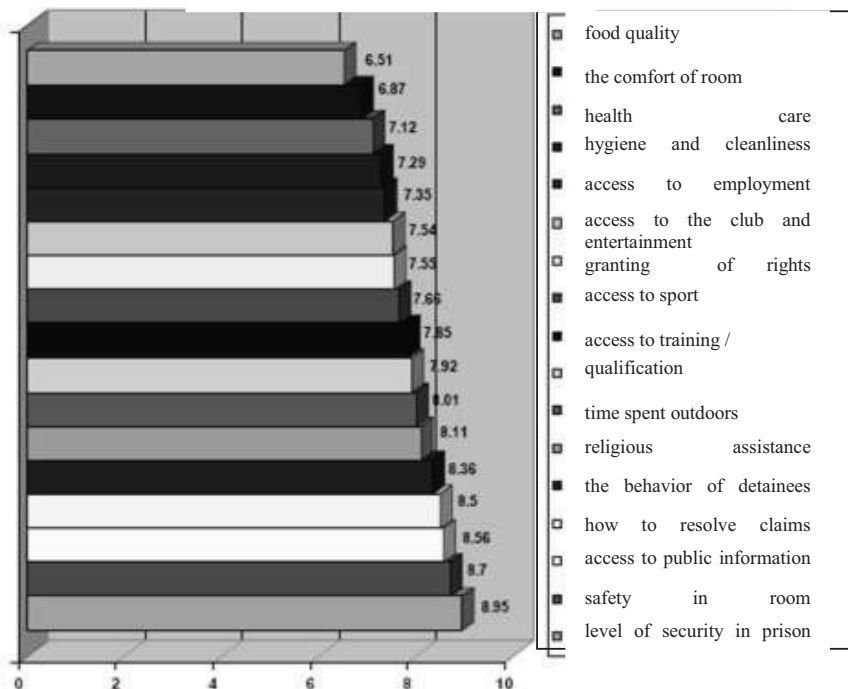
Figure 2. Notes granted to indicators regarding the quality of life in detention

Identifying the degree of satisfaction of prisoners on the quality of life in detention, was maked through the notes from 1 to 10 (10 being the maximum grade) for 17 indicators of quality of life in prison.

Results on the perception indicators for quality of life in detention shows that is an obvious displeasure of prisoners in particular towards the quality of food (the smallest average - 6.51), from the comfort of the room holding (in circumstances the index of overcrowded exceeds 150% in some prisons), compared to the quality of care and conditions of hygiene and cleanliness. The prisoners have appreciated the level of security in prison (the highest average - 8.95), and a good appreciation obtained access to public information(8.56).

Unfortunately, some of the most important issues for social reintegration effort of prisoners, namely access to work and access to education activities and training, have received little or mediocre note,compared with other indicators of life detention.

3. Proposals for the mission, vision and values for penitentiaries system

We appreciate that the formulation of a clear vision on the future development of the penitentiary system has a major importance because:

    - provide guidance on the overall interests of all stakeholder;

    - provides general information on the future allocation of available resources;

    - provide information on the future orientation of the penitentiaries system, allowing the formulation of general goals, which can be easily measured and controlled.

Considering the issues specified above, I propose the following **strategic vision** on the penitentiaries system from Romania at the horizon 2012: Penitentiary Service will become a partner for social community, recognized as essential for ensuring public safety due to high level of social reinsertion of offenders.

We consider that the mission must made such a way as to reflect the particular interests of citizens, because they are directly or indirectly present in multiple categories of stakeholder, either as an individual (person convicted), as a group of individuals (family of convicted person), and the whole society needs public security which is provides from penitentiaries system.

Also, based on strategic vision, it is recommended formulation of a mission with a character provocative, to represent a real engine for development of the penitentiary system in our country. Therefore, we propose the following **mission**:

  Penitentiary Service, as part of the judiciary services, has the mission to ensure respect for fundamental rights of the individual in the execution of punishment and measures involving deprivation of liberty, to ensure the education of prisoners in order to return and their social status and contribute to improving the safety of the community by creating and maintaining a secure environment custodial and transparent.

Through the proposed mission consider that we have a clear definition of the fundamental objectives of the penitentiary system, namely, ensuring a secure detention and transparent to ensure the reintegration into society of persons convicted and respect their rights.

In this regard, the penal system should create conditions enabling for every prisoner to have access to education, vocational training, retraining programs and social reintegration.

In order to achieve its mission, the penitentiaries system promotes the following **main values**:

- professionalism and integrity of personnel;
- transparency in the institution;
- the efficiency and effectiveness in achieving the objectives;
- assuming the responsibility of its social role;
- respect for individual rights and human dignity;
- respect for social values;
- appreciation potential for rehabilitation of persons deprived of liberty;
- the need to reduce the negative effects of deprivation of liberty.

4. Setting strategic objectives for penitentiaries system

In order to develop a global strategy I appreciate necessary a systemic approach of the priority directions for establishing strategic objectives and options.

It may set the following examples of strategic objectives included in the priority directions of action:

Developing educational function of the prison service

a) psycho-social intervention programs will be available for at least X% of inmates with serious problems (alcohol, drugs, violence, etc.). at the appropriate level of quality standards assumed;

b) It will provide a degree of inclusion minimum Y% of those who want to participate in literacy programs at the appropriate level of quality standards assumed;

c) The share of education activities will increase by Z% in daily program by 2010 at the quality standards;

 Improving conditions at the prison

The global index of capacity of accommodation will be a value below the threshold of 100%;

The accepted value of the accomodation index will be the maximum X%;

The transport of the prison service will increase with Y% by 2010;

 Providing an optimal level of resources for the operation of the penitentiary service

a) Z% increase in the level of investments reported at the detention unit;

b) Establishment of minimum X new places having regard to current standards by the end of 2010;

c) Modernization for Y places having regard to current standards by the end of 2010;

 Providing a positive image of the prison service to society

a) Until the end of 2008 will ensure total transparency, responding to all requests from the legal media and civil society;

b) Number of active partnerships and actions taken to the local community will increase by Z% by 2012;

Increasing security for penitentiaries system

a) Number of escaped prisoners will not exceed annual Y;

b) The degree of modernization of access and surveillance units in prisons will increase to z% up to 2010;

c) The acts of aggression on staff will decrease with X% up to 2010;

d) The acts of aggression between private freedom will decrease to Y% up to 2010;

Improving health care service in prison

a) The annual rate of deaths recorded in the system will be under Z to 10.000 people;

b) Medical service charge (No cases / physician) to fall by X% by 2010;

Development of human resources policy

Establish at least and new posts by the end of 2012;

State of functions at the prison service will reach with Z% in X years;

c) The percentage of personnel involved in training activities or specialized exceed X% annually and over Y% at the end of 2011;

 Improving service management in prison

a) At the end of 2008, will be placed on management agreements in the X% of subordinated units;

b) The degree of fulfillment of the objectives will be at minimum Y%;

c) Up to 2010, the standards will exceed Z% for the prison service functions.

 Improving conditions at the prison

a) The total employment will be a value below the threshold of 100%;

b) the accepted face value of the index of employment change will be the max. X%;

c) The transport of the prison service will increase with Y% up to 2010;

Providing an optimal level of resources for the operation of the penitentiary service

a) z% increase in the level of investments reported at the unit of detention;
b) Establishment of minimum X new places having regard to current standards by the end of 2010;

Ensure a positive image of the prison service to society

a) Until the end of 2008 will ensure total transparency, responding to all requests from the legal media and civil society;
b) Number of active partnerships and actions taken to the local community will increase with Z% up to 2012;

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