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Separate Management Models: The example of Greece

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Introduction

- ► Custodial sector is operating independently, while the probation service is now merged in one
- ► Greek criminal justice system is based traditionally on the deterrent, compliance potential of the threat of imprisonment
- The prison system is not oriented to social rehabilitation and reintegration ideals.

Three-year strategic plan of the Ministry of Justice, Transparency and Human Rights for the penitentiary system (2018-2020):

- ♦humanism,
- security,
- *reintegration and
- ❖Transparency
- ▶Lion's share is given to the prison system

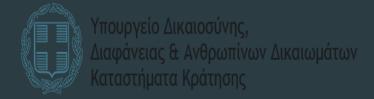


Six main strategic goals:

- a) improvement of detention conditions and modernization of infrastructures,
- b) human resources development, staff education and training, services management,
- c) preparation for offenders' reintegration and support of after-care,
- d) prison staff and prisoners' security and safety, transparency and accountability of the prison system,
- e) health care services in prisons in cooperation with the Ministry of Health.

AND

f)reduction of prison overcrowding, alternative measures and their credible implementation, prevention and control of juvenile delinquency



The Greek Probation System: from the origins to the 21st century

- ▶ Probation service for juvenile offenders has been operating as a separate public service since the 1950's
- ▶The Greek probation system for adults, founded by law in 1991, actually set up in 2007
- ▶ Probation officers' main duties have been assigned to public prosecutors during the transitional period
- ▶The number of probation officers for adults was declining in the first decade of the operation of probation services, while caseloads were increasing

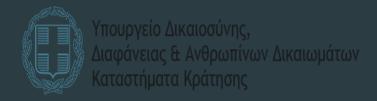
A.1 Organization of probation services

- ▶Greek Probation Services are subjected to the competence of the Ministry of Justice
- ► Late 2014:unification of the probation service for adults with the probation service for juveniles (not changed in the 2017 new organizational scheme)
- ► Main arguments in favour: (a) reduction of costs (b) increase of the services and (c) coverage of more areas
- ▶ Athens Probation Service: a Direction with two sections
- ► Thessaloniki and Piraeus: two independent sections, one for adults and one for juveniles.
- ▶23 other services operate as two autonomous offices and 25 more services operate as a united autonomous office

- ▶After 2014 merge: 74 juvenile probation officers and 43 adult probation officers, a total of 117 employees.
- ▶47 of them perform duties of both sectors (Source: Ministry of Justice, Transparency and Human Rights, reference date: 13 June 2018).
- ▶ Probation officers are civil servants: psychologists, sociologists, social workers, criminologists
- ▶ Recruited to work with either adult or juvenile offenders or with both categories of offenders.



- ► Arguments against merging:
- ▶Different competence and different treatment needs of juvenile and adult probationers are not taken into account
- ► Many services are still seriously understaffed
- ▶The one and only employee undertakes a double role: (a)supervise juvenile and adult offenders and (b) implementing completely different sanctions and measures



A.2 Probation work

- ▶ Twofold mission of adult probation: supervision and support.
- ▶ Juvenile sector duties: social enquiry reports writing and supervision of juvenile offenders, in the implementation of various educational measures
- ▶ Probation duties and tasks for specific groups of offenders (i.e. sex offenders, drug addicts), are delivered with networking initiatives
- ► Agencies involved in probation work :police departments or local municipalities and non-governmental organizations
- ▶ Probation prison services cooperation: informal
- ▶Prisoners and probationers are two separate "target" populations

B.Prisons

- ► CPT public statement (March 2011) and Report on the April 2015 visit (March 2016): the Greek prison system "is reaching breaking point"
- ▶ During the last three years:
- ▶(a) early release schemes reduce the prison population and keep it at a manageable level (below or slightly above 10,000 inmates),
- ▶(b) prison capacity recalculated according to the standards of the CPT
- ▶(c) promotion of prisoners' social reintegration programmes
- ▶(d) integration of prison health care services to the National Health System
- ▶(e) development of staff education and training and its connection with prison officers' career opportunities



B.1 Organizational structure

- ▶ Regional administrative units under the control of the MoJ
- ► Coordinated by the Secretary General for Crime Policy, the General Directorate for Crime and Penitentiary Policy and the Directorate for Crime Policy of the Ministry
- ▶Thirty four (34) custodial institutions split into three categories: general, special, and therapeutic
- ▶ General custodial institutions: divided to type A and type B
- ► A new, C type, high security institution was established in 2014 but soon was abolished (2015)

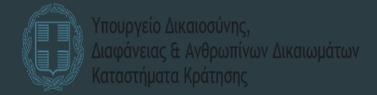
- ► Special prisons: rural units, the central open productive unit (bakery), juvenile institutions and (the never established) semi-liberty centres.
- ▶Therapeutic institutions: general and mental hospitals and drug detoxification centres.
- ▶Prison as administrative units include: custodial staff departments, secretariat and financial departments (social work, technical and therapeutic departments operate only in some institutions).



B.2 Prison staff

- ▶Three main categories:
- ► a) administrative officers
- ▶ b) custodial staff and
- ▶c) perimeter security guards

- ▶ 4,397 staff members work in the prison estate.
- ▶3,769 are custodial (2,019) and perimeter security (1,750) guards,
- ➤ 369 administrative personnel, 120 scientific staff members (Source: Ministry of Justice, Transparency and Human Rights, reference date: 13 June 2018).



- ▶There are :
- ▶33 prison directors,
- ▶34 head officers of custodial departments (in Central Korydallos prison there are two of them),
- ▶43 head officers of administration and financial departments and
- ▶7 head officers of social work departments.
- ▶There are also 27 head officers of perimeter security departments



- ▶Educational and therapeutic programmes:
- ► Second Chance Schools and counseling for drug addicted prisoners
- ▶Run by employees who normally do not belong to the prison service
- ▶In many prisons specialized staff does not exist at all



- ▶Prison staff members work under the command of the prison director
- ▶Prison administrative staff, are appointed without any special training
- ► Custodial staff and perimeter security should undergo introductory training
- ▶The length of custodial staff training, once lasting six months, was continuously reduced due to lack of resources



- Some officers have not attended any courses at all, as the training school is not a permanent structure.
- ▶Perimeter security staff are educated and trained by the police (due to gun use)
- ▶October and November 2016, throughout 2017 and the first semester of 2018: several training seminars



C.Relationship between the probation service and the prison service

- ► Main tasks of the prison social services: preparation for release, rudimentary custody "planning", prisoners social contacts
- ▶Yet re-integrative measures are implemented without the assistance of the probation service
- ▶ Probation officers are involved at this stage of enforcement only exceptionally
- ▶Juvenile and adult probation officers undertake the implementation of supervisory sanctions and measures in the community

D.Conclusions

- ▶ Prison service in Greece works in isolation from the probation service
- ▶ Prison are currently more open and easily accessible to educational and therapeutic activities
- ► Communication between Prison and Probation is limited and unguided
- ►No particular model of prison and probation services cooperation has been planned and implemented



Thank you for your attention

