

28 May 2018  
*Bilingual*

**23rd Council of Europe Conference  
of Directors of Prison and  
Probation Services**

**23e Conférence du Conseil de l'Europe  
des Directeurs des services pénitentiaires  
et de probation**

**WORKING TOGETHER EFFECTIVELY:  
MANAGEMENT AND CO-OPERATION  
MODELS BETWEEN PRISON AND  
PROBATION SERVICES**

**TRAVAILLER ENSEMBLE EFFICACEMENT :  
MODÈLES DE GESTION ET DE  
COOPÉRATION ENTRE LES SERVICES  
PÉNITENTIAIRES ET DE PROBATION**

19-20 June 2018  
Jõhvi, Estonia

19-20 juin 2018  
Jõhvi, Estonie

**CURRICULUM VITAE OF THE SPEAKERS**

**CURRICULUM VITAE DES ORATEURS**

## **OPENING PLENARY SESSION / SESSION PLÉNIÈRE D'OUVERTURE**

**Urmas REINSALU**  
**Minister of Justice of the Republic of Estonia**



Urmas Reinsalu started his career in the public service in 1996 as a specialist in public law in the Ministry of Justice. From 1997 to 1998 he was the Domestic Policy Adviser to the President and in 1998, Urmas Reinsalu was appointed Director of the Office of the President.

He was the Political Secretary of the Res Publica Party and worked as a lecturer at the Academy of Security Sciences. During 2007-2013 and 2014-2015 Urmas Reinsalu was Member of the Estonian Parliament. From 2012 to 2014 he served as the Minister of Defence.

Since 9 April 2015 Urmas Reinsalu is the Minister of Justice of the Republic of Estonia.

**Marianne VOLLAN**



Marianne Vollan is Director General of the Directorate of the Norwegian Correctional Service, a position she is holding since 2009.

She is lawyer by profession and has inter alia served as Judge at the Court of Appeal, and as Head of Penal Law Section in the Department of Legislation, Ministry of Justice.

Ms Vollan is a sought speaker and expert both nationally and internationally.

She has published a book on compensation to victims of sexual offences, and has contributed to several scientific publications and has written numerous articles on correctional theory and practise.

Marianne Vollan is currently Vice President of The European Organisation of Prison and Correctional Services (EuroPris) and Board Member of International Corrections & Prisons Association (ICPA) and recently appointed as Board Member of an Association of Norwegian Public Employers.

## Jan KLEIJSSSEN



Jan Kleijssen was born in 1958 in Almelo (The Netherlands). He studied International Law at Utrecht State University (LLM in 1981) and International Affairs at the Norman Paterson School of International Affairs, Carleton University, Ottawa (MA 1982).

Jan joined the Council of Europe in 1983 as a Lawyer with the European Commission of Human Rights. He was Secretary to the Parliamentary Assembly's Political Affairs Committee from 1990 to 1999. Jan then served as Director of the Secretary General's Private Office and afterwards as Director and Special Advisor to the President of the Parliamentary Assembly.

Jan is currently the Director of Information Society and Action against Crime, Directorate General Human Rights and Rule of Law, of the Council of Europe.

His Directorate carries out standard-setting, monitoring and co-operation activities on a wide variety of issues, including:

- Freedom of expression
- Data protection
- Internet governance
- Cybercrime
- Terrorism
- Criminal law
- Fighting corruption and money laundering
- Action against drug trafficking and drug abuse

Jan was appointed Chair of the Council of Europe's Disciplinary Board in December 2015, and Council of Europe Internet Governance Coordinator in 2018.

He takes a great interest in history and cinema and is also a keen marathon runner.

Besides his mother tongue Dutch, Jan is fully fluent in English, French, German and Italian.

Jan is the author of several publications in the field of human rights and international relations. The latest edition of the Netherlands Yearbook on International Law features his article on "Cybercrime, evidence and territoriality: issues and options".



Twitter: @JKleijssen

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Directorate General Human Rights and Rule of Law, Council of Europe

Website: [www.coe.int/justice](http://www.coe.int/justice)

Social media: Facebook - Twitter - LinkedIn

## **Tom O'CONNOR**



Dr. Tom O'Connor, a native of Ireland, qualified as a solicitor in the Irish legal system, before changing direction and living as a friar (a wandering monk) for nine years with a Catholic religious order called the Carmelites. The Carmelites sent Tom to study in America, where, 30 years ago, he began working on leading change in the US criminal justice system. Tom has degrees in law, philosophy, theology and counselling, and a Ph.D. from the Catholic University of America in Washington DC. (focused on Religion and Culture in the US Penal System).

For a ten-year period, Tom was the head chaplain and a research manager with the Oregon Department of Corrections. He has taught criminal justice at two Universities in the US, and published on how staff practice models, chaplains, community volunteers, and offender meaning-making contribute to desistance from crime.

Tom's company, [Transforming Corrections](#), helps agencies to cultivate adaptive leaders, high-performing teams, effective dialogue structures, and management practices based on implementation science that increase their capacity to develop and implement their own evidence-based practice models and create more compassionate, less costly and more effective criminal justice systems.

Tom's work on facilitating whole systems change through leadership, team, dialogue, and implementation development has taken him to many states across the US, and to countries such as New Zealand, Canada, Australia, England, Ireland, France and now Estonia.

## **Esa VESTERBACKA**



Current position: Director General of the Finnish Prison and Probation Administration (the Criminal Sanctions Agency), March 2005 onwards.

Studies: Licentiate of Laws 1977, Master of Laws with Court training 1983, Master of Laws 1984, University of Turku.

Professional career and positions: Assistant of criminal law 1977-1984 and Assistant of procedural law 1980-1984 at the University of Turku; Associate Professor of legal science at the University

College of Lapland 1980-1982; City Public Prosecutor in Helsinki 1985-1987; Prison Governor of Köyliö Open Prison 1987-1990; Prison Governor of Turku Provincial Prison 1990-1995; Deputy Head of Department of the former Prison Department in the Ministry of Justice 1995-2001; Head of Department of the Criminal Policy Department of the Ministry of Justice 2001-2004.

Expert appointments and committee work: Finland's representative in a project of the Council of Europe supporting the development of prison service in the Baltic countries and Russia 1996-2004; Finland's representative of the European Committee of Crime Problems (CDPC) of the Council of Europe; and member of the Bureau of CDPC 2002-2006; The European Organisation of Prison and Correctional Services, EuroPris, Interim Board Member 2011-2012.

Publications: Articles on criminal policy and prison services in various professional publications.

## **WORKSHOP PRESENTERS / INTERVENANT DANS LES ATELIERS**

### **WORKSHOP I: JOINT MANAGEMENT MODELS**

**Rait KUUSE**



Rait Kuuse is Deputy Secretary General on Social Policy. He has been working since 1999 in the Estonian public sector. He started his career as a probation officer, moved in 2001 to the Ministry of Justice. From 2012 until 2014, he held a position of Prison Governor of Tallinn Prison. Since spring 2014, he is working as a Deputy Secretary General on social policy in the Ministry of Social Welfare. His field of responsibility is the coordination of the country's social policy and its agenda setting. More specifically, under his direct supervision, are the issues of social insurance, social welfare services, child and family benefits and policy, equality policies.

He is currently also Chair of a Board in the foundation responsible for care home services for 200 persons and Board Member of the Estonian Prison Industry.

Rait Kuuse is skilled at international co-operation; his experience involves working many years as an expert for various international organizations. Mr Kuuse is currently active at EU level, holding a position of Vice Chair of the Social Protection Committee.

He has diploma in social work, graduated MBA programme on European studies at the Tartu University and is currently active in doctoral studies programme in the University of Tallinn on the subject of deinstitutionalisation.

#### **Summary of the presentation:**

The development of sustainable system of community sanctions and measures has been very important part in the Estonian criminal justice reform process. The creation of separate agency, called Probation Service, under the first instance courts from 1st of May 1998 was the step towards

European way of thinking regarding rehabilitation of offenders. Since then probation officers have played a key role in the renewal of the Estonian criminal justice system.

Parallel to developing the probation service and widening the palette of community sanctions and measures, the need to work closer with prisons became a necessity. This was also possible due the fact that prison service reforms were progressing as well and the two systems moved towards commonly accepted aims and working styles. Moving towards joint management of prisons and probation services has had many, largely universal reasons: the high number of prisoners, joint management of sentence implementation, sharing the same “clients”, similarities in methodology and staff competences.

The key in deciding for joint service in Estonia was mainly the issue of high number of prisoners and response to that through better and effective management. It’s worth to mention that the instant optimism of “healing” social work influence from the side of newly established probation service changed towards risk and needs based offender management quite quickly, which also contributed to convergence of both systems. The joint management, which was felt to be largely positive, however, had also many key moments, obstacles and drawbacks, from which one can learn today.

**Petra SAARI**



Petra Saari is currently working at the Tampere district office of the Criminal Sanctions Agency, Finland. She has also been recently counsellor at the Vilppula Prison. She worked as a probation officer (2003-2010). Between 2007 and 2008 she worked as counsellor on anger management programmes, on sex offenders programmes and also in assessing risk factors of sex offenders. She has been senior planner officer at the Assessment Centre in the criminal sanctions region of South Finland. In 2012 she worked as Youth Council Secretary of the Finnish Kennel Club, Espoo.

She has obtained a BA in Social Sciences in 2004 at the Pirkanmaa University of applied sciences, Tampere. Between 2006 and 2007 she studied sexology at Stadia University of applied sciences, Helsinki.

## **Kaisa TAMMI-MOILANEN**



Kaisa is born in 1970 in Nokia, Finland. She graduated from Kallio performing arts High School in 1990 and obtained Master of psychology from University of Helsinki in 1995.

She worked as a part time instructor in Helsinki remand prison (1991-1995); as prison psychologist in Pelso prison (1996-1997); as Deputy Governor in Pelso prison (1998-1999); as Deputy Governor of Vanaja open institution (2000-2006); as Governor Vanaja prison (2006-and currently) and as Director of local community sanctions office in Hämeenlinna and Lahti (2010-and currently).

### **Acknowledgements:**

Lyyti equality prize 2008 given by Feminist association Unioni  
Minna Canth prize 2016 given by Minna Canth society

## **Branimir MANGAROV**



Branimir Mangarov is Governor of Burgas Prison, Bulgaria since June 2014. Between April 2008 - June 2014 he was Head of Detention Facilities Department in Varna. Between March 1997 - April 2008 he worked at Varna prison as Prison Officer, Officer on Duty and lastly as Head of Security. He has BA in National Security Defense, Varna Free University and MA in Law, Varna Technical University.

Between 2007 and 2011 he has taken part in three twinning projects run with HM Prison Service of England and Wales, related to actions to overcome crisis situations in prisons and to the use of risk assessment tools in detention facilities.

## Thomas FREYTAG



Since 2015 Thomas Freytag is Head of the Office for the Execution of Law, Canton of Bern. Between 2005-2015 he was Head of the Office for the Execution of Criminal Sentences and Measures and for Prisons, Canton of Fribourg; between 2004-2005 he was Legal Secretary, Office for the Execution of Law, Canton of Zurich; between 2001-2004 he was Legal Editor, Stämpfli Publishing Company Ltd., Bern; between 2000-2002 he was Academic Associate, Swiss Federal Chancellery, Bern; between 1999-2001 he was Academic Assistant at the Chair for Criminal Law, Criminology and Legal Sociology of Professor M. A. Niggli, University of Fribourg; between 1997-1998 he was Legal Assistant, Law Firm Dr. Peter Hübner, Zurich.

In addition he is Lecturer and examiner at the Swiss training centre for the prison staff (SAZ); Lecturer at the University of St. Gallen (HSG) and at the University of Geneva; Member of the Concordational commission for the execution of law in the French and Italian speaking cantons of Switzerland; Consulting Member in the Commission for the clarification of endangerment through criminal offenders; President of "Imprisonment in Switzerland" (a professional association of the Swiss institutions of imprisonment's directors) and Member of the Board of the Felber Foundation.

He holds CAS in Management and Policy of Public Institutions (CeMaP), University Bern. He has graduated from the University of Fribourg, Faculty of Law and the Institute for Journalism and Communications.

He has a number of publications in the field of penal and penitentiary law.

### **Summary of the presentation:**

In Switzerland, like elsewhere, the field of execution of penal sanctions is constantly put at stake and needs to redefine its role and intervention framework. Thomas Freytag will discuss in his presentation the implications and the challenges related to the fusion of the Probation Service with the Service for Execution of Criminal Sentences, which leads to a complex change of policy. The main considerations are centred on two principal axes: flawless case management and interdisciplinary composition of the teams. One and the same staff member or at least one and the same team of staff should follow a person during the whole penal chain in order to create the frame within which to build a relation of trust with that person. This will also allow a longitudinal vision of his/her development. The individualised treatment will be organised in connection with the risk posed by the person, which is evaluated by a risk- oriented system for execution of penal sanctions.



## **WORKSHOP II: SEPARATE MANAGEMENT MODELS**

**Michael DONNELLAN**



Michael was appointed Director General of the Irish Prison Service, by the Minister for Justice and Equality, with effect from 5th of December 2011. Prior to his appointment as Director General, Michael served as Director of the Probation Service from 2005. Before this he served as Director of two children detention schools in Dublin. He has previous experience working in both Health and Social Services in the UK.

**Vivian GEIRAN**



Director of the Probation Service in Ireland since August 2012. Leads the Probation Service, an agency of the Department of Justice & Equality, with 395 staff, providing rehabilitation services to 8,500 offenders in the community and 1,500 in custody every day. A registered social worker with MA in social work (UCD) and MA in social studies (TCD), as well as a diploma in leadership and management. He is also member of the Department of Justice and Equality Management Board and of the Parole Board. Between December 2013 and December 2017 he was elected member of the Council for Penological Co-operation (PC-CP), Council of Europe. Between January 2016 and December 2017 was Chair of the PC-CP.

**Lucia CASTELLANO**



Born in Naples in 1964. Ms Castellano graduated from the Law Faculty, Federico II Naples University.

### **Working experience**

Since May 2016: Director General of the Directorate General for community sanctions and probation, Department of Juvenile and Community Justice.

March 2016-1991:

- Regional Counsellor of Lombardia;
- Vice-President of the Special Prison Commission and member of the Commission for territory and infrastructures;
- Member of Table 17 of the open debate of the Experts' Meeting on the execution of sentences: local reintegration and care, Ministry of Justice;
- Member of Palma Commission - Reorganization of the penitentiary system - Ministry of Justice - Minister Anna Maria Cancellieri;
- Town Councillor House, State Property and Public Works - Milano municipality;
- Governor of Milano Bollate prison II - Ministry of Justice ;
- Governor of Eboli, Vallo della Lucania and Sala Consilina prisons - Ministry of Justice;
- Deputy Governor of Genova Marassi Remand prison - Ministry of Justice

### **Membership:**

- Member of the National Observatory on drug addiction - Ministry of Justice;
- Member of the Regional Commission for the experimental project of a self-managed prison at the Regional Directorate of the penitentiary administration;
- Member, Naples Regional Commission for training of administrative staff and penitentiary police

### **Educational activities**

Lecturer at:

- The Superior Council of the Judiciary;
- The Higher Institute of Penitentiary Studies Rome;
- The Penitentiary Police Portici School;
- Genova, Eboli and Lauro prisons;
- Genova University, cooperation as expert on penitentiary law;
- The Penitentiary School Cairo Montenotte

### **International activities**

- Participation in the 21° Conference of Directors of prison and Probation Services, 13-16 June 2016. Zaandam (The Netherlands).
- Participation in the Conference on "Young Adult Offenders", Norway 31 August 1 September 2016.
- Participation in the CEP Conference and General Assembly, 4-6 October 2016.
- Participation in CEP Experts' meeting on radicalization. Utrecht, 15 December 2016.
- Participation in CEP Board meeting - Utrecht, 15-16 February 2017.

## **Ioannis KAZLARIS**



Ioannis Kazlaris was born in 1974. He studied sociology at the Pantheon University from which he graduated in 1996. Since 1999 he holds a Master in Sociology in the field of Sociology of Knowledge, Kapodistrian University of Athens, Department of Law and Political Science.

In 2002 he became public official at the Ministry of Justice, Transparency and Human Rights.

During 2015 he participated as a team-member in the project for the development of the integrated electronic interconnection system of the Greek correctional institutions.

In 2016 he represented Greece at the 6th plenary meeting of PC-CP held in Strasbourg 19-21 October. Since June 2017 he is appointed Prison Governor of Central Prison in Korydallos, Piraeus.

### **WORKSHOP III: LEADERSHIP AND MANAGEMENT OF SERVICES**

## **Priit KAMA**



Priit Kama is Deputy Secretary General of the Ministry of Justice and Head of the Prison Administration. He was born in 1971. He graduated from the Sindi Secondary School in 1990. He then graduated from the University of Tartu, Faculty of Law (1994).

He has an MBA in Economics and Business Administration, Tallinn University of Technology (2006) and a PhD in Law, University of Tartu (2016). Since 1995 he is part-time lecturer at the University of Tartu, Faculty of Law. Since 1994 Priit Kama is working at the Estonian Ministry of Justice, firstly at the Department of Economic Law, then as Head of Tartu Department and since 1998 he is Deputy Secretary General of the Ministry of Justice.

He has been the Head of Prison Administration since 2005.

#### **Summary of the presentation:**

I do not share the current common perception of “management bad, leadership good“.

Prison service needs many classical managerial skills: measuring, clear assignment of tasks, control, and delivering (also negative) feedback. The field of social rehabilitation attracts people with increased empathy which is in a certain instrumental conflict with managerial work; therefore, managerial competencies need to be developed knowingly.

The end of the Soviet occupation left Estonia with large Soviet time prison buildings and a hierarchy-oriented management. The main challenge has been the decentralisation of management. Even after the construction of modern prison buildings, Estonian prisons are still considerably large in the European context. The main tool of decentralisation has been the unit management model. Each of the three Estonian prisons of ca 900 prisoners is divided into 6 units. This means that, in a separate building, a given team of prison officers is responsible for a given group of inmates, and reports to their permanent unit manager.

## Jana ŠPERO



Jana Špero is Assistant Minister responsible for prison and probation system, Ministry of Justice of the Republic of Croatia. She was the Head of the Sector for Probation in the Ministry of Justice of the Republic of Croatia from 2012-2017. She holds a Master Degree in Law and a Master Degree: Specialist in criminal investigation. She started working with offenders as a probation officer and a manager of the probation office. Prior to probation, she was working on cooperation with international criminal courts and was co-agent of the Republic of Croatia before the International Court of Justice in genocide cases. As an International Consultant of the Council of Europe she was involved in different activities regarding the development of probation services: workshops, round tables and projects. She has been engaged as Council of Europe expert in Projects in Bosnia and Herzegovina, Bulgaria and Montenegro and as a TAIEX expert on probation. She has represented the Croatian Probation service at many international conferences and was a representative of Croatia in different international projects. She was the Project leader of the two EU Projects for development of the Probation service in Croatia (IPA and Transition Facility). In October 2016 she was elected board member of CEP (Confederation of European Probation).

## Paul DORAN



Paul is the Director of Rehabilitation. Paul line manages the Assistant Director for Prisons, the Head of Psychology and Interventions, the Head of Communications and the Deputy Principal for Statistics & Research. He leads on the areas of Rehabilitation, Programme for Government, North/South Co-operation, Business Planning and Research. He is the organisation's Senior Information Asset Owner and Chair of the Reducing Offending in Partnership Steering Group.

### **Summary of the presentation:**

Presentation will be on leadership of change in the Criminal Justice System in Northern Ireland. It will cover how to influence policy, communicate with the public and lead change within an organisation. The presentation will also address how to develop managers and leadership teams. Finally, it will cover the importance of respect, human rights, equality and fair treatment in the world of rehabilitation and resettlement.

## **Tom O'CONNOR**



Dr Tom O'Connor, a native of Ireland, qualified as a solicitor in the Irish legal system, before changing direction and living as a friar (a wandering monk) for nine years with a Catholic religious order called the Carmelites. The Carmelites sent Tom to study in America, where, 30 years ago, he began working on leading change in the US criminal justice system. Tom has degrees in law, philosophy, theology and counselling, and a Ph.D. from the Catholic University of America in Washington DC. (focused on Religion and Culture in the US Penal System).

For a ten-year period, Tom was the head chaplain and a research manager with the Oregon Department of Corrections. He has taught criminal justice at two Universities in the US, and published on how staff practice models, chaplains, community volunteers, and offender meaning-making contribute to desistance from crime.

Tom's company, Transforming Corrections, helps agencies to cultivate adaptive leaders, high-performing teams, effective dialogue structures, and management practices based on implementation science that increase their capacity to develop and implement their own evidence-based practice models and create more compassionate, less costly and more effective criminal justice systems.

Tom's work on facilitating whole systems change through leadership, team, dialogue, and implementation development has taken him to many states across the US, and to countries such as New Zealand, Canada, Australia, England, Ireland, France and now Estonia.

## **WORKSHOP IV: INTERCHANGEABILITY AND COMPLEMENTARITY OF STAFF**

**Jörg JESSE**



Head of the Department of Prisons, Probation and Petitions for Clemency, Ministry of Justice of Mecklenburg-Western Pomerania, Schwerin, Germany

Jörg Jesse, born in 1953, studied Psychology at the Christian Albrecht's University of Kiel. He has been working in prisons in the following areas since 1983: Open juvenile and young adult prisons, closed adult prisons, Prison Headquarters and Ministry of Justice. He worked in managerial positions from 1993 to 2003 as Deputy Head of the juvenile and young adult Prison of Hameln, as Head of long term and preventive detention Prison Celle-Salinenmoor and Head of Hanover Prison. Since 2003, he has been Head of the Department of Prisons, Social Services and Petitions for Clemency, Ministry of Justice of Mecklenburg-Western Pomerania, Schwerin. Between December 2011 and December 2017 was elected member of the Council of Penological Co-operation (PC-CP) and between December 2016 and December 2017 was its Vice-Chair.

### **Summary of the presentation:**

*Title: "The Story of Grit and Gloria" - Switching Management positions in Prison and Probation Services.*

Among the other benefits of a merged Prison and Probation service such a system offers eye-widening experiences for those staff members who are open-minded and interested in the work of the other part of the organization.

According to our law, the goal of prison and probation work is to promote social reintegration. The more employees know both sides, internal and external work with convicts, the better is the mutual understanding of our work. This experience, explained in two examples and an introduction to our organizational model is the content of the presentation.

## István PETRÓ



István was born in 1975, Salgotarjan, Hungary. He is prison probation officer working at Balassagyarmat Strict and Medium Regime Prison.

He graduated as a cultural anthropologist from the University of Miskolc in 2000 (he also has a degree in visual culture and social studies and museologist education).

In 2004 he began working as a probation officer in Nograd County Judicial Office. In 2005 he started working with detainees in Balassagyarmat Prison as a delegate probation officer.

In 2008, he was awarded a degree in Justice Social Advising in relation to his profession at Eötvös Lorand University.

Since 2014, he is working at the Balassagyarmat Prison.

### **Summary of the presentation:**

- History of the Judicial Office in Hungary: (a) probation officers before 2003; (b) the integrated system of probation officers 2003-2014 (c) the separation in 2014
- Probation officers working in prisons nowadays: (a) the operation of dual system in probation (b) the speciality of prison probation officers

## Robert TYPA



Robert is Minister Counsellor in the Department of the Enforcement of Judgments and Probation, Ministry of Justice, Poland, responsible for international cooperation, EU funds and co-operation with Probation and Prison Services.

Since 2016 he is the Chairman of the Expert Group on security of judicial documents in e-Law / e-Justice Working Party of EU Council in which he is working since 2014. He is also AML/CTF

(anti-money laundering / counter terrorist financing) Expert (16 years of experience) - former Director of Polish Financial Intelligence Unit (2005-2006, 2007-2008), former Member of the Council of Europe MONEYVAL Bureau, Legal Working Group in Egmont Group; Expert of the European Commission. He was also the Chairman of Typologies Working Group in MONEYVAL (2006-08).

## **Annette WARMAN**



Annette Warman has a Bachelor of Science degree in Social work from Mid University in Östersund, Sweden.

She started working for the Swedish Prison and Probation service (SPPS) in 1995 as a probation officer during the summer. She never left the Service, except for a short trip for a year to the Swedish National Board of Institutional Care.

She worked as a probation officer until 2004, working with community service, parole, probation, different cognitive programs and investigations.

In 2004 she started working in one of the five high security remand prisons as an assistant Governor. She started a new unit, the only one of its kind in Sweden, for inmates who were in special need of care and/ or disabled in some way. She also worked as Governor for a period of time.

Since 2017 she is in charge and responsible for one of the six Training Academies where are educated prison and probation officers. The Training Academy is part of SPPS HR-unit.

Her 8 years as a probation officer and 13 years as an assistant Governor have given her a lot of experience, which, together with the network, created by her during the years is very useful for her position within HR.

Internationally Annette Warman is involved in an expert group in Brussels regarding a new judicial training strategy. She is also responsible for an exchange program with Colorado, USA, where SPPS exchange staff during three weeks per year. She attended the UN pre-deployment course in Stockholm, Sweden in 2016; a preparation for EU and UN missions.

Her presentation will be about staff within the SPPS who have been working in different parts of the organisation: What is positive about that? For themselves? For the organisation?



## **WORKSHOP V: SERVICES' CAPACITY AND WORKLOADS**

### **Emma EKSTRAND**



Emma Ekstrand was born in Norrköping (Sweden) in 1982

For the past 3 years she has been working as Head of Development Unit for the probation part of the Swedish Prison and Probation Service. Emma is responsible for central level coordinating and developing evidence based probation with common content and methods. She is also responsible for the sentence planning process for both prison and probation clients, instruments for determining clients' risks and needs, as well as the central client administrative IT systems.

Emma has also worked as Head of Development Unit which included research and development, treatment programs, business intelligence and statistics. She has also worked as project manager responsible for the reorganization of the Swedish Prison and Probation Service. The aim of the project was to create a structure that would lead the core business to be conducted efficient, with high quality and long-term sustainability across the country.

She has MA in social analysis from University of Linköping and a MA in journalism from University of Uppsala.

### **Hannes LIIVAK**



Hannes Liivak was born in 1975. He graduated from Gustav Adolf Grammar School in 1993 and from the Estonian Academy of Security Sciences, College of Justice in 1997. In 2005, he graduated from the University of Tartu, Faculty of Law.

Since 1997 Hannes Liivak has held different posts in the Estonian Prison Service. During 1997-2005 he served as a legal specialist at the Prison Board and later as Deputy Governor of Harku Prison. Between 2005 and 2016 he was the internship coordinator and Head of the College of Justice. Since 2016 Hannes Liivak is Governor of the Tallinn Prison.

Hannes Liivak has been involved in international cooperation by working as a short-term expert in Georgia, Moldova, Kosovo and Albania.

## **Summary of the presentation:**

In the 1990s the Estonian prison system was in a poor state with its high number of prisoners, old and depreciated buildings, lack of professional staff and limited resources. As the system needed extensive reforming, Estonia chose to follow the Nordic model where prisons are small, the number of prisoners is low and the aim of imprisonment is re-socialisation. At the same time, the financial resources of the correctional institutions in the Nordic countries greatly surpass Estonia's resources.

Though Nordic countries have been very supportive and shared their know-how, one of the main questions has been: how to achieve and advance the same level of re-socialisation of offenders with limited resources?

Estonia decided to build new big, 1000 places regional prisons, each containing small units for up to 200 prisoners and with a staff that only works in one given unit. During imprisonment prisoners usually serve their sentence at the same unit. This model helps finding compromises between big and small prisons.

The total number of prisoners in Estonia is similar to Finland, and so is the number of "small prisons", i.e. units.

Unit based approach: autonomy and competencies of unit and case managers; the role of the "big prison" in facilitating the work of units.

### **Gerry MCNALLY**



Gerry McNally is President of the Confederation of European Probation (CEP). *CEP* ([www.cep-probation.org](http://www.cep-probation.org)) is the network of probation and community sanctions bodies in Europe.

Gerry McNally is also Assistant Director in the Probation Service in Ireland ([www.probation.ie](http://www.probation.ie)). During his career with the Probation Service, he has worked in all areas of the Service, in prisons, courts and community supervision, as a probation officer and as a manager.

Gerry McNally has published papers and made conference and workshop presentations on probation related issues and topics over many years. He has been joint-editor (2012-17) of the Irish Probation Journal (Published by the Probation Service and Probation Board for Northern Ireland).

Gerry McNally is based at the Probation Service, Haymarket, Smithfield, Dublin.

## **WORKSHOP VI: PUBLIC VERSUS PRIVATE SERVICES**

### **Ellen SINNIGE**



Ellen Sinnige has been working for 10 years with the probation in the Netherlands. She started at Reclassering Nederland and is currently working as Director for the SVG; the probation service which works with addicted and mentally disordered clients. She has a background in business analytics and psychology. She contributed to recent developments like a new risk assessment system, a new way of financing the probation services in the Netherlands and a different way of administration of the services in combination with a further investigation in the knowledge and skills of the workers. The recent developments must lead to a more flexible and result-oriented probation services.

### **James KERR**



James Kerr is the Director of Operations in the Scottish Prison Service with responsibility for 13 public sector prisons and has oversight of the contracts for 2 private sector prisons and the Court Custody & Prisoner Escorting Services Contract.

He joined the Service in 1988 as a prison officer at HM Prison Glenochil and during his career has progressed through various managerial roles within the organisation. His previous roles include middle and senior managerial positions within a variety of operational and non-operational functions, including as the Governor in Charge of HM Prison Greenock and HM Prison Shotts.

James graduated in an MSt in Criminology and Management from the University of Cambridge.

#### **Summary of the presentation:**

An overview of the structure of the Scottish Prison Service and its use of outsourced Private Contracts, including the management of 2 of its 15 prisons, the delivery of Education Services and all external escorts for people in its care. Comparative data on staffing issues such as recruitment and retention, remuneration and training will be included as will the organisational experiences of managing services for those people in its care through outsourced contractual arrangements.

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## Ian BLAKEMAN



Ian is the Executive Director for Prison Improvement for Her Majesty's Prison and Probation Service for England and Wales. In that role he is a member of the Executive Management Team. He is responsible for improving safety, reducing the use of drugs and working with the Prisons' Minister to develop best practice in ten prisons. He is also the Senior Responsible Officer for the Offender Management in Custody project.

Ian joined the Prison Service in 1989 after working as a volunteer with the Probation Service. He spent the next 11 years working in a number of prisons before becoming Deputy Governor of HMP Wakefield in 2001. He became Governor of Wetherby in 2003 and the following year he became Governor of HMP Leeds.

In April 2007 he joined the Senior Civil Service as the Head of Women and Young People's Group. From 2009 he led a series of major change programmes for the National Offender Management Service; the Specification Benchmarking and Costing Programme, the Prison Competition Programme, and the Prison Unit Cost Programme.

In 2013 Ian was promoted to Director and joined the Agency Board.

As Director of Commissioning and Contract Management he was responsible for commissioning all adult prisons and contract managing the 13 private prisons in England, and commissioning all probation services in England and Wales.

In 2015 Ian led work to develop the Prison Reform Programme under the Secretary of State Michael Gove before taking up post as the first Executive Governor of a Reform Prison.

He returned to headquarters to take on his current role in 2017.

Ian completed a Criminology Masters at Cambridge University in 2001 and the Major Projects Leadership Academy at Oxford in 2014.

### **Summary of the presentation:**

Prison and Probation public and private - lessons from England and Wales

This presentation will review the England and Wales experience of running public and private prisons and probation services. It will set out some of the challenges of the recent programme of privatisation in both prison and probation, and it will explore some lessons learned to mitigate those challenges.

## **CLOSING PLENARY SESSION / SÉANCE PLÉNIÈRE DE CLÔTURE**

### **Dominik LEHNER**



Dominik Lehner studied law sciences in Zürich and in Basel (PhD in International Civil Law), and became qualified lawyer 1989. In 1990 Lehner began working as an academic employee in the Public Law and Penal Division of the Justice Department in Basel. In 1992 he spent one year working as an independent Attorney of Law before returning to the Justice Department, where he was promoted to Head of the Penal Administration Services in 1995. Among working for other public committees Dominik Lehner acted 10 years as President of the Committee for Victim Support and was member of the Board of a large Swiss closed prison for 15 years. From 1999 to 2002 Lehner conducted the federal Swiss pilot project on electronic monitoring. He was member of the preparatory group of the CEP-Conferences on Electronic Monitoring 2003, 2005 and 2007. Since 2009 he is President of the Committee for risk assessment of dangerous offenders of Northwest and Central Switzerland. In 2012 he was assigned as a consultant by the PC-CP for drafting CM/Rec (2014) 4 on Electronic Monitoring. Since 2014 he is elected member of the PC-CP Working Group of the Council of Europe. Since January 2018 Dominik Lehner is Chair of the PC-CP.

### **Anna ARISTOTELOUS**



Ms Anna Aristotelous possesses a Bachelor of Laws in Law, a degree of Master of Laws in International and European Law and a Master in Business Administration, from UK Universities.

She practised law, she worked as an Associate to the Law Commissioner, and following that, she was employed by Cyprus Police as an expert in law; she contributed to the implementation of the *acquis communautaire* during the process of accession of Cyprus to the European Union as regards police legal matters; she participated in the Management Board of Europol, as Official Representative of the Republic of Cyprus. She has worked with four different Chiefs of Police, performing the duties of legal counsel, as from 2004.

As from 2013 she has been transferred to the office of the Minister of Justice and Public Order as a Senior Officer responsible to the Minister and she was appointed by the Minister as responsible for the reorganisation of the Police and the Prisons at the Ministry. She had active role in the drafting of the Strategic Plan of the Prisons Department.

As from 30 October 2014 she was appointed Acting Director of Cyprus Prisons Department and as from 4 April, 2016 she was appointed as the Director of Cyprus Prisons Department.

## **Priit KAMA**



Priit Kama is Deputy Secretary General, Ministry of Justice and Head of Prison Administration. He is born in 1971. He graduated from the Sindi Secondary School in 1990. He then graduated from the University of Tartu, Faculty of Law (1994).

He has an MBA in Economics and Business Administration, Tallinn University of Technology (2006) and a PhD in Law, University of Tartu (2016). Since 1995 he is part-time lecturer at the University of Tartu, Faculty of Law. Since 1994 Priit Kama is working at the Estonian Ministry of Justice, firstly at the Department of Economic Law, then as Head of Tartu Department and since 1998 he is Deputy Secretary General of the Ministry of Justice.

He has been the Head of Prison Administration since 2005.

### **ELECTED MEMBERS OF THE COUNCIL FOR PENOLOGICAL CO-OPERATION WORKING GROUP (PC-CP)**

### **MEMBRES ÉLUS DU GROUPE DE TRAVAIL DU CONSEIL DE COOPÉRATION PÉNOLOGIQUE (PC-CP)**

## **Dominik LEHNER** Chair of the Council for Penological Co-operation (PC-CP)



Dominik Lehner studied law sciences in Zürich and in Basel (PhD in International Civil Law), and became qualified lawyer 1989. In 1990 Lehner began working as an academic employee in the Public Law and Penal Division of the Justice Department in Basel. In 1992 he spent one year working as an independent Attorney of Law before returning to the Justice Department, where he was promoted to Head of the Penal Administration Services in 1995. Among working for other public committees Dominik Lehner acted 10 years as President of the Committee for Victim Support and was member of the Board of a large Swiss closed prison for 15 years. From 1999 to 2002 Lehner conducted the federal Swiss pilot project on electronic monitoring. He was member of the preparatory group of the CEP

Conferences on Electronic Monitoring 2003, 2005 and 2007. Since 2009 he is President of the Committee for risk assessment of dangerous offenders of Northwest and Central Switzerland. In 2012 he was assigned as a consultant by the PC CP for drafting CM/Rec (2014) 4 on Electronic Monitoring. Since December 2013 he is elected member of the PC CP Working Group of the Council of Europe. Since January 2018 Dominik Lehner is Chair of the PC CP.

**Attila JUHÁSZ**  
**Vice-Chair of the Council for Penological**  
**Co-operation (PC-CP)**



Attila Juhász graduated as teacher and received his MA at the Hungarian University of Sports and Sport Sciences in 2007. He also completed the Open University's „Effective manager” course.

He has been working for the Hungarian Prison Service since 2002. Started as an educator, than was promoted to the Head of Human Resources position.

Between 2007-2017 he worked as Governor of the Heves County Penitentiary Institute, Eger.

Apart from other initiatives he introduced the “Storybook Mums” programme in Hungary, which won the ERSTE Award for Social Integration in 2013. He also started the “Prison for the City” programme in Eger and built up a system of long term, low cost and sustainable programmes that actively involved the local civil organisations in the reintegration process.

He is involved in the composition of the new Hungarian Law on the Execution of Sentences and the current White paper on Prison Design.

As of 2018 he is working as a Senior Consultant at the Hungarian Prison Service.

He has worked as a consultant in numerous Council of Europe activities in Macedonia, Bulgaria, Kosovo and Ukraine.

Since December 2013 Attila Juhász is elected member of the Council for Penological Co-operation (PC-CP), as of 2018 he is the PC-CP Vice-Chair.



**Martina BARIĆ**  
**Member of the Council for Penological**  
**Co-operation (PC-CP)**



Martina Barić, Head of Service of special programmes, analysis, evaluation and prisoners' and juveniles' records at the Head Office of the Prison Administration Directorate, Ministry of Justice, Croatia.

In 2003 she graduated from the Faculty of Education and Rehabilitation Sciences at the University of Zagreb, Department of Behavioural Disorders, and obtained an academic degree in Social Pedagogy.

Since 2004 she has been working for the prison service firstly as treatment adviser in semi-open penitentiary and for the last ten years at the Head Office, as senior adviser, Head of department and currently Head of service. She was also Commissioner for suspended sentence under supervision and for community work with persons on probation.

During her professional career she has been dealing primarily with different areas of psychosocial treatment of prisoners - assessment of criminogenic risks and needs and development and implementation of rehabilitation programs for prisoners to reduce reoffending and to enhance the quality of their future life after release. She was a member of several national expert groups responsible for development of prevention and intervention strategies in the field of drug addiction and other problematic behaviour. She is lecturer at the Prison staff training centre, guest lecturer at the Faculty of Education and Rehabilitation Sciences and guest lecturer at the Reference Centre for Addictions at the Ministry of Health.

She is the Council of Europe's consultant under Horizontal Facility for Western Balkans and Turkey: "Enhancing the protection of human rights of prisoners", providing services of consultancy in Kosovo<sup>1</sup>, Montenegro and Serbia, in thematic areas of rehabilitation programmes for offenders, risk assessment tools and individual sentence planning.

Since December 2016 she is elected member of the Working Group of the Council for Penological Co-operation (PC-CP).

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<sup>1</sup> All reference to Kosovo, whether to the territory, institutions or population, in this text shall be understood in full compliance with United Nations Security Council Resolution 1244 and without prejudice to the status of Kosovo.

Toute référence au Kosovo mentionnée dans ce texte, que ce soit le territoire, les institutions ou la population, doit se comprendre en pleine conformité avec la Résolution 1244 du Conseil de Sécurité des Nations-Unies et sans préjuger du statut du Kosovo.



**Nathalie BOISSOU**  
**Membre du Conseil de Coopération Pénologique**  
**(PC-CP)**



Directrice des services pénitentiaires

Après un cursus universitaire juridique orienté vers le droit public, la sécurité et les sciences criminelles, suivi d'une expérience au sein des forces armées, elle a intégrée l'administration pénitentiaire en qualité de Conseillère d'insertion (1996).

En 2000, elle rejoint le corps des personnels de direction où elle a acquis une expérience multiple : Directrice de la détention au centre pénitentiaire de Draguignan (2001-2003), Rédactrice à l'Etat-major de la Sécurité (2003-2004), Responsable de la zone Antilles Guyane à la Mission des services pénitentiaires de l'Outremer (2004-2006), Chef du département Sécurité et détention à la Mission des Services pénitentiaires de l'Outremer (2006-2011), Directrice à la Maison d'arrêt de Majicavo à Mayotte (2011-2015) puis Responsable du Pôle Relations internationales au Cabinet du Directeur de l'administration pénitentiaire française. Nathalie Boissou est actuellement Coordinatrice adjointe de la composante pénitentiaire du programme européen de coopération avec l'Amérique latine EL PACCTO (programme d'assistance contre la criminalité organisée transnationale)

**Annie DEVOS**  
**Membre du Conseil de Coopération Pénologique**  
**(PC-CP)**

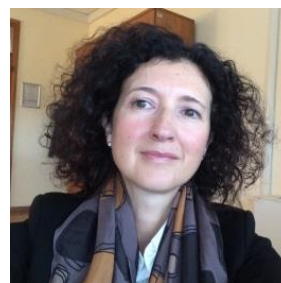


Administratrice générale des Maisons de justice, Fédération Wallonie-Bruxelles.

Annie Devos a acquis au cours de sa carrière une large expérience dans les secteurs de l'exécution des peines privatives de liberté et de la probation.

Elle a successivement été directrice de prison à l'administration pénitentiaire belge (1988-1991), attachée auprès du Ministre de la Justice pour la politique pénitentiaire (1991-1995), directrice détachée au service des études et affaires générales (1995-1997), directrice détachée au service de la gestion des situations individuelles des détenus (1997-1999), directrice régionale des Maisons de Justice pour le ressort de la Cour d'Appel de Bruxelles (1999-2004), conseillère générale pour les maisons de justice (2004-2006), directrice générale des maisons de justice (2006-2014) et enfin, depuis 2015, administratrice générale des Maisons de Justice à la Fédération Wallonie-Bruxelles.

**Anna FERRARI**  
**Membre du Conseil de Coopération Pénologique**  
**(PC-CP)**



Anna Ferrari, Magistrat en droit pénal et pénitentiaire, Ministère de la Justice, Rome, Italie.

Née à Mantoue (Italie) en 1969, elle s'est diplômée avec mention en 1993 à l'Université de Pavia en procédure pénale après un cursus universitaire juridique orienté vers le droit pénal. Elle a un PhD (2007) en droit pénal à l'Université de Parma dans le domaine des crimes contre l'administration public; expert en droit pénitentiaire, droit pénal européen et droit pénal supranational (2015) à l'Université Milan-Bicocca. Elle est auteur de nombreuses publications juridiques en droit pénal et pénitentiaire.

Magistrate dès 1997, Anna Ferrari a acquis au cours de sa carrière une large expérience dans les secteurs de l'exécution des peines privatives de liberté et de la probation, comme procureur, juge pénal et, enfin, juge de l'application des peines.

Elle a aussi été responsable (2009-2010), de la formation des magistrats en droit pénal et en procédure pénale près de la Cour d'Appel de Boulogne, sous la direction du Conseil Supérieur de la Magistrature.

Elle a participé à plusieurs stages du Réseau Européen de Formation Judiciaire en France, Belgique, Allemagne (2014-2015).

Depuis 2017 et actuellement, Anna Ferrari est magistrat détachée au Ministère de la Justice, Département de justice des enfants et de probation: elle s'occupe de la mise en œuvre de mesures alternatives à la détention, de l'examen de la législation nationale et internationale et des relations avec l'autorité judiciaire.

En décembre 2017 Anna Ferrari a été élue membre du Conseil de Coopération Pénologique (PC-CP)

**Robert FRIŠKOVEC**  
**Member of the Council for Penological**  
**Co-operation (PC-CP)**



Robert Friškovec has been employed since 2004 at the Prison Administration under the Ministry of Justice of the Republic of Slovenia as Coordinator for spiritual care of prisoners. Robert Friškovec collaborates with different religious communities on providing support in the form of spiritual care as requested by the prisoners themselves. Since 2016 he has accepted the role of managing the

International Cooperation at the Prison Administration. Among his tasks is the implementation of the international standards at different levels of the Slovenian Prison System. One of his latest achievements is leading a working group on preparing the Strategy of Slovenian Prison System 2007-2010.

Since 2007 Friškovec has been organizing a programme framework for prison staff and victim-offender mediators concerning international standards regarding prison settings and restorative justice topics. Because of his daily meetings with persons who committed criminal acts and victims of crime he is especially interested in developing victim-offender mediation and other variations of restorative justice in Slovenia. He took part in additional training on mediation skills and later provided training for mediators in victim-offender mediation. He is active member of the European Forum for Restorative Justice. In 2015 Robert Friškovec obtained MA in Restorative Justice with merit.

In December 2017 he was elected member of the Working Group of the Council of Penological Co-operation (PC-CP).

**Nikolaos KOULOURIS**  
**Member of the Council for Penological**  
**Co-operation (PC-CP)**



Dr Nikolaos K. Koulouris, elected member of the Working Group of the Council for Penological Cooperation of the Council of Europe (since December 2015), is Assistant Professor at the Department of Social Administration and Political Science, Democritus University of Thrace, in the field of “Social Policy and Offenders’ Custodial and Non-Custodial Treatment”. He teaches Penitentiary Policy, Criminology, Deviance and Social Control, Security and Human Rights, Juvenile Law and Delinquency. He is Chair of the Central Scientific Council for Prisons, an advisory body of the Greek Ministry of Justice, Transparency and Human Rights (since June 2016). He has also taught criminological courses at the Department of Communication and Mass Media, National and Kapodistrian University of Athens (2012-2016) and he participated as a teaching staff member in common sessions of the International Intensive Common Study Programme “Criminal Justice and Critical Criminology” (2010-2014).

He has been a postgraduate fellow in Criminology and Penology at the Law School, Sector of Penal Sciences, University of Athens (1988-2000). Formerly working as a criminologist at Korydallos Judicial Prison, Piraeus, Greece (2000-2010) and being a substitute member and secretary of the Central Scientific Council of Prisons (1998-2003 and 2014), his academic work focuses on penal and prison reform, prison law and penitentiary policy, community sanctions and measures, deviance and social control, juvenile delinquency and justice, and human rights. He has been a member of law preparatory committees (legal aid, penitentiary code, electronic monitoring). He was a researcher in the project “European Prison Observatory Prison Conditions in the European Union” and scientifically responsible and researcher in the project “European Observatory on Alternatives to Imprisonment”, in the context of the JUSTICE programme, funded by the European Commission and elaborated by two partnerships formed by academic and research organizations from eight European countries (2013-2016). He has also contributed as an expert, teacher or researcher to crime prevention programmes (“Prevent

Action”), criminal justice personnel education programmes (“Fundamental Rights Education in Europe” FREE), police officers training in addictions (Organization Against Drugs - OKANA) and prison and probation officers professional training (Ministry of Justice, Transparency and Human Rights) (2004-2018).

**Nadya RADKOVSKA**  
**Member of the Council for Penological**  
**Co-operation (PC-CP)**



Nadya Radkovska has been working at the General Directorate “Execution of Sentences” since the beginning of 2004, initially as a member of the team responsible for the preparation of the system of alternative sanctions and measures (probation) in Bulgaria. Throughout this period she has participated in the development of policies in the sector, selection of future probation officers and implementation of partnership projects.

In 2009 Nadya Radkovska became Head of the newly formed sector International Cooperation and Professional Training of Staff at the General Directorate “Execution of Sentences”. She established a team to widen the international contacts of the organization.

As a sector head, Nadya Radkovska is responsible for the training and professional qualifications of staff for the whole organisation, which includes developing policies, strategies and programmes. She is also responsible for the monitoring of European projects and programmes running under the General Directorate “Execution of Sentences”.

Nadya Radkovska has graduated with a degree in Psychology and a specialisation in the field of Forensic Psychology. In 1999-2000 she practiced at the largest university hospital for neurology and psychiatry in Bulgaria, at the department for Forensic psychiatry and psychology.

In 2007 she obtained a Counterterrorism MA with a specialisation in managing specialised antiterrorist operations.

Since December 2015 Nadya Radkovska is member of PC-CP Working Group.

**Iliana TANEVA**  
**Secretary to the Conference, Secretary to the**  
**PC-CP**



Iliana Taneva is Secretary to the Conferences of Directors of Prison Administration (since 2014 named Council of Europe Conference of Directors of Prison and Probation Services) as well as Secretary to the Council for Penological Cooperation (PC-CP), Council of Europe. She has been working for the Council of Europe since 1997 and has been secretary also to several other intergovernmental committees which elaborated standards in the field of penal and penitentiary law, prisons, probation and aftercare, crime prevention and juvenile justice. The major achievements in this area are the European Prison Rules (Committee of Ministers Rec(2006) 2); The European Rules for juvenile offenders subject to sanctions or measures (CM/Rec (2008) 11); The Council of Europe Probation Rules (CM/Rec(2010) 1); The European Code of ethics for prison staff (CM/Rec (2012) 5); CM/Rec (2012) 12 on foreign prisoners; CM/Rec (2014) 4 on electronic monitoring; the 2016 CM Guidelines for prison and probation services regarding radicalisation and violent extremism; CM/Rec (2017) 3 on the European Rules on community sanctions and measures and CM/Rec (2018)5 concerning children with imprisoned parents.

She has represented the Council of Europe as speaker at many international meetings, including meetings organised by the EU, UNODC, EuroPris, CEP and GCTF.

She has MA in history, post-graduate thesis on theory and history of art and culture (1979-1984) and LL.M with a post-graduate thesis on international law (1983-1988), Sofia University, Bulgaria.

She has had training courses at the US State Department (1993) and at the European University Institute, Florence, Italy (1990 and 1991).

Before joining the Council of Europe Iliana Taneva has worked first as a trainee judge at the Sofia City Court (1988-1989), then at the Bulgarian National Commission for UNESCO (1989-1992) and afterwards as diplomat at the Bulgarian Ministry of Foreign Affairs (1992-1997).