



KRIMINALOMSORGEN

WORKSHOP III: HUMAN RESOURCES AND TEAM AND LEADERSHIP
DEVELOPMENT
ATELIER III: RESSOURCES HUMAINES ET DEVELOPPEMENT DES EQUIPES
ET DIRIGEANTS

«From management training to leadership development»

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The Norwegian Context

Vision:

An active correctional service for a safer community

Values:

Openness, Respect, Professionalism, Commitment

Other key principles/work modes:

- **Principle of normality**
- **Import model**
- **Progression towards reintegration**





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Organisation

Ministry of Justice

Directorate of Correctional Services

Regional offices (5)

Prisons (43 prisons/3900 inmates/61 locations) and Probation Offices (17 offices/40locations)





Current standing

- 2006 – 2009 compulsory management training for all managers, cont. 2011 by the College University

Session 1	At Work	Session 2	At work	Session 3
On management in general Perspectives on myself as a manager My responsibility Good governance in the Correctional Service	Own development since session 1 Preparing a case Planning a small project	Relation management Staff counselling Communication The difficult conversation	Going through with the conversation Working with the change project Writing a short report	Practical management law Moving on

- College University offers management training of various kinds:
 - General management training
 - Conflict management
 - HR Law
 - Economy for Managers



Evaluation of current training

Feed-backs from the participants on necessary improvements

- The management programme should be more strongly linked to a practical workday
- More specialisation
- More network building
- More knowledge about strategic management
- Necessary training when moving from employee to manager
- Better practical understanding of the operations strategy and values
- Participating together with own management groups.
- A package "You have to know this as a manager".

However: Attractive courses, relevant instruments



When moving further towards leadership development we build on the following prerequisites

Function-oriented focus instead of categorizing through the use of job titles.

Life-long learning:

Norwegian Correctional Service must facilitate continual learning and develops its managers in line with social developments.

Compulsory training:

The majority of the training must be compulsory. Thus, some topics should still be completed by everyone, particularly topics that are of key importance to shared understanding, culture and cooperation.

Central ownership and local implementation: The Directorate will have a clear and visible role in the training/development. Ownership in connection with the facilitation of skills development for individual managers will follow the line and be local.

An outline of management training and development in the Norwegian Correctional Service

Step 3: Management Development

University
college/university
qualifications with
credits

(Senior)
management
programme

Cooperation
with other
agencies

Step 2: Management Training moving towards Development

Strategic
management

Middle
management

Operative
management

Common for everyone with personnel
responsibility

Step 1: Compulsory Management Training

Manager role -
general
expertise

Manager
role - legal
expertise

Manager role -
managing
people



In conclusion: Some requirements for success?

1. Ownership of the training.
2. Objective of creating a common management culture.
3. Senior management: Good and visible role models
4. Skills programme for managers
5. Establishment of professional forum