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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



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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



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# The Greek Probation System: from the origins to the 21<sup>st</sup> 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
- ▶ Prisons 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*



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