



# JOINT MANAGEMENT MODELS – ESTONIA'S EXPERIENCE WORKSHOP I

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# INTRODUCTION

## Personal

1999 – 2001 Probation Officer

2001 – 2012 various positions in the MoJ

2012 – 2014 prison Governor

Various involvement in international activities and projects on alternative sanctions  
2014 – MoSA

## Presentation

1. Evolvment of the probation service in Estonia
2. Merging process of prisons and probation
3. Lessons learnt
4. Conclusion

# THE DEVELOPMENT OF THE PROBATION SERVICE

1991 – start of the Estonian penal reform, 1993 – first vision about Probation

1996–1997 – preparation of the Probation act

**01.05.1998 – start of the actual probation work**

2002 – centralised IT system, Service standards, New Penal Code and services widening

2006 – organisational reforms: from 13 departments to 4 probation districts with a staff of 193

2007 – start of the Electronic Monitoring

**2008 – united with prisons**

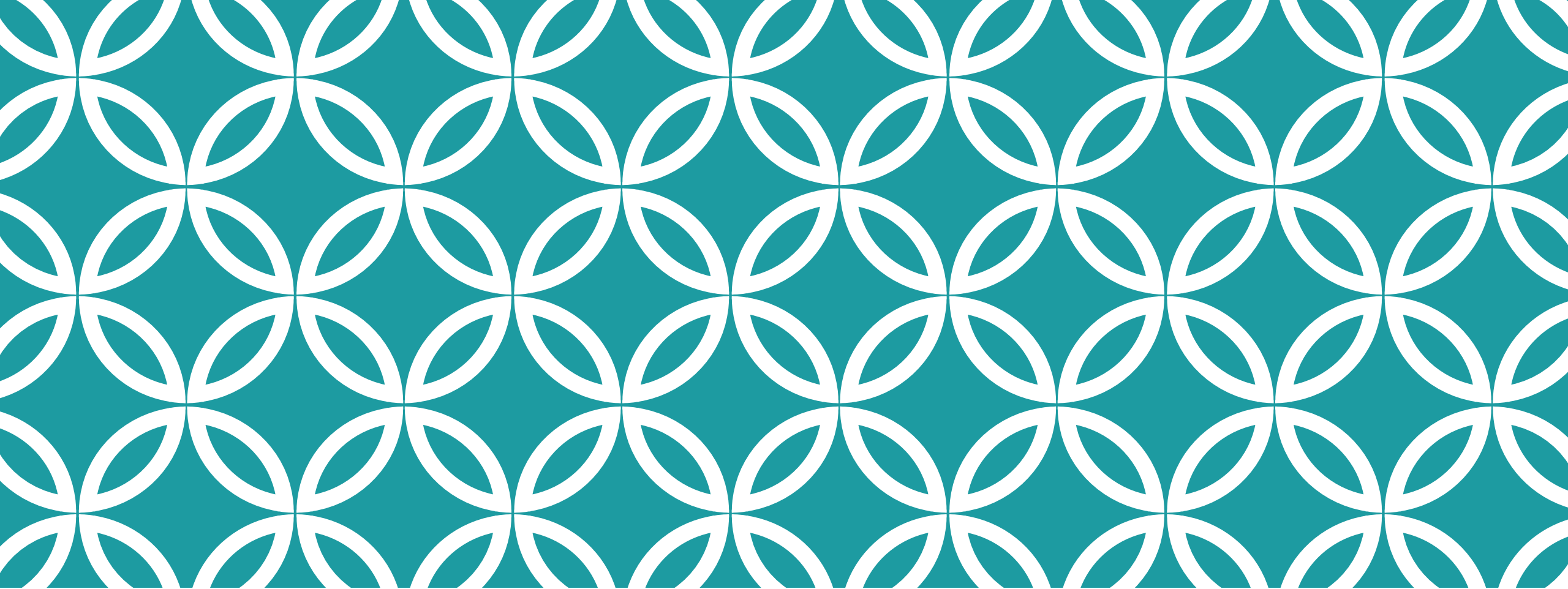
# THE TASKS OF PROBATION OFFICERS

1998

Pre-sentence reports  
Probation Order  
Parole

2008

Pre-sentence reports  
Probation Order  
Parole  
Probation Order as a  
measure for juveniles  
Termination of criminal  
proceedings with community  
service  
Community Service (2002)  
Parole + Electronic  
Monitoring (2007)



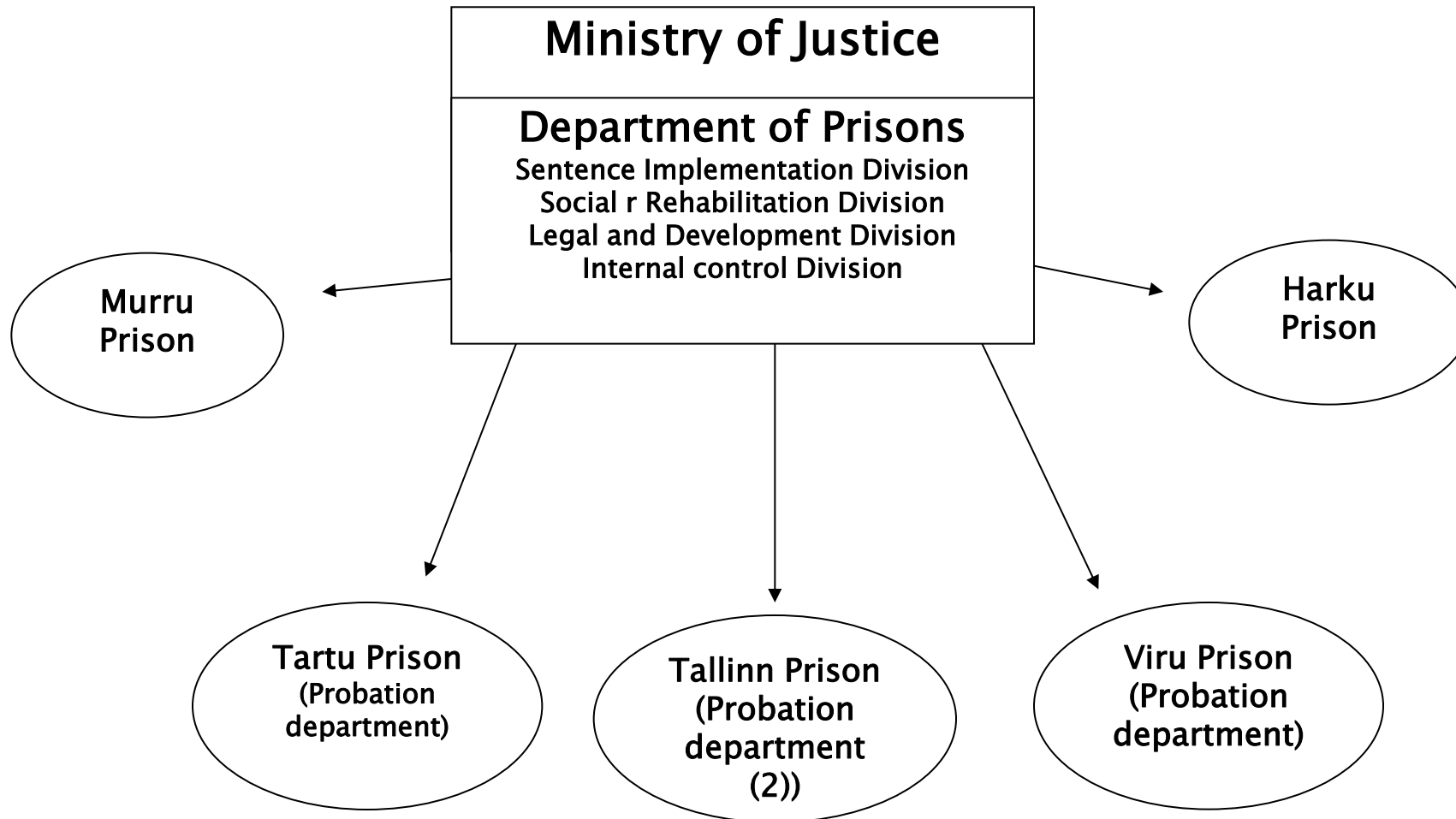
# THE PROCESS OF MERGING



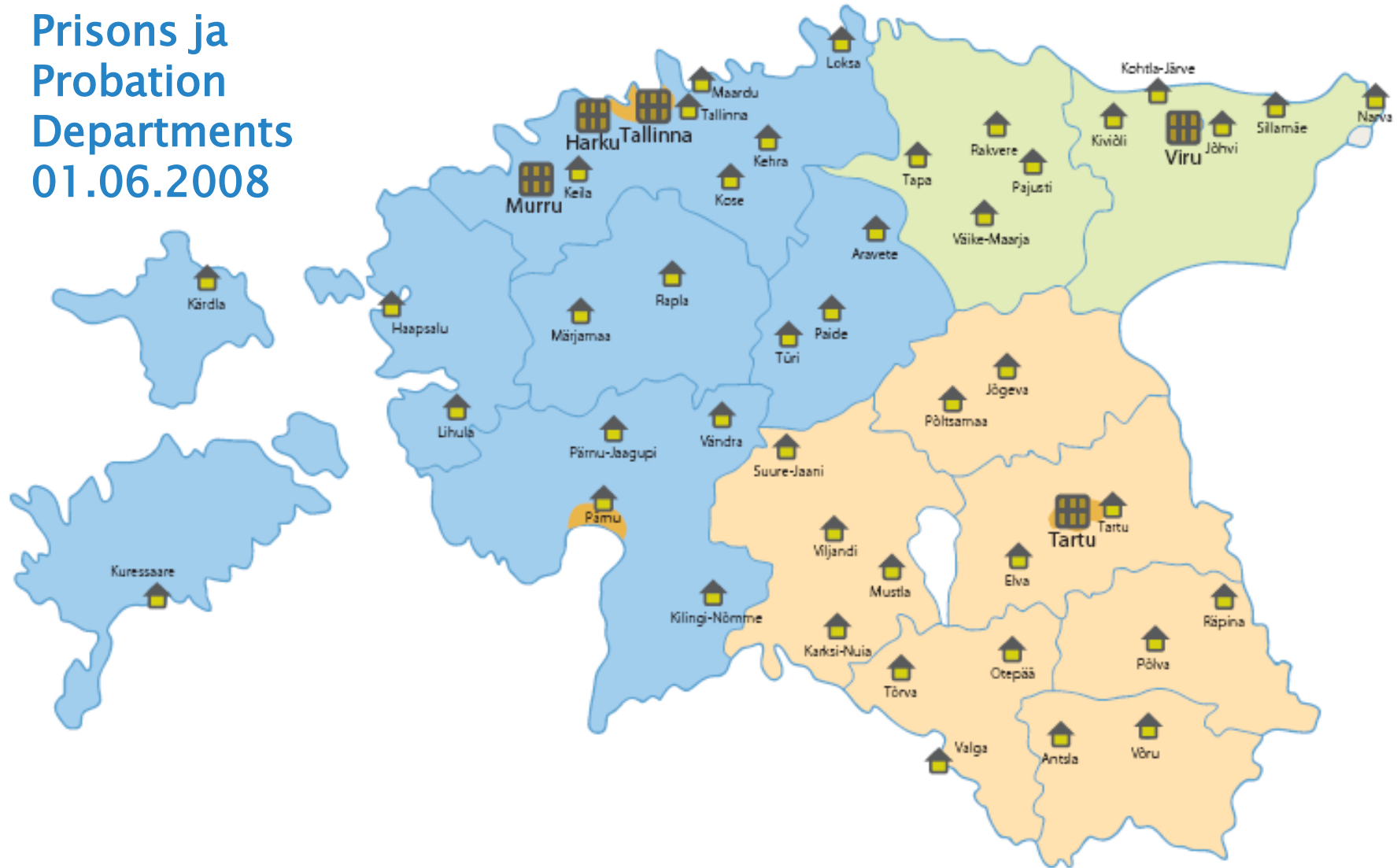
# OVERALL CONSIDERATIONS

1. Overlap of the expected results from both services – prevention of reoffending
2. The aims and work processes are similar – prison and probation seen as one part from the same process
3. Sentence enforcement process must be without „losses“ or gaps.
4. The work methodology and content are similar – risk–assessment, motivating for behavioural change
5. Competences are close, remuneration as well
6. Cooperation more and more important
7. International experience as supportive example

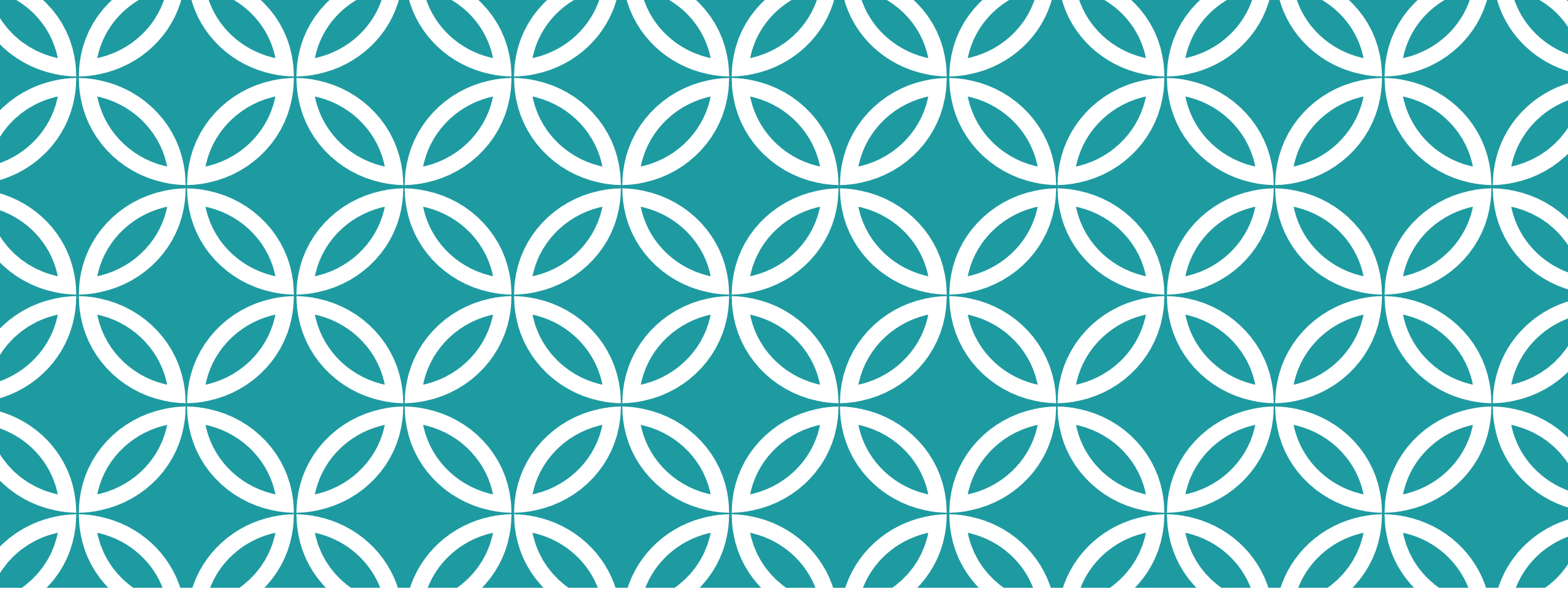
# MANAGEMENT MODEL (2008)



# Geographical Locations of Prisons ja Probation Departments 01.06.2008





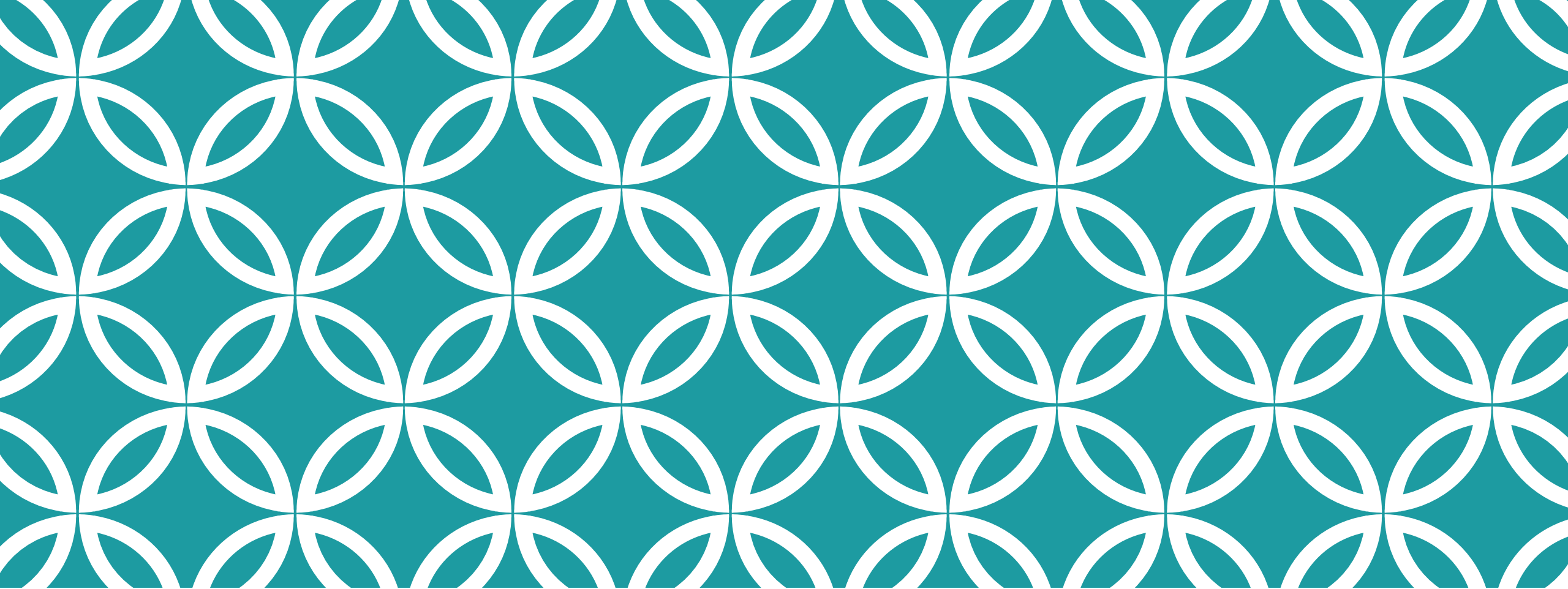


# LESSONS LEARNED



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1. Organisational culture
2. Approach to working methods
3. Resource demand
4. Criminal policy support
5. Local (community) engagement



**THANK YOU!**

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