



Summary of this presentation:

1. Strategic HRM in organisations

2. The challenges for the Dutch Prison Service

3. Building blocks for qualified personnel



Strategic Human Resources Management

Requirement:

Fundamental recognition within the topmanagement of the importance of the effort and motivation of the prison staff in realising the targets of the organisation





Strategic HRM is:

- **The right person**
- **At the right place**
- **At the right time**
- **For the near future (5 to 10 years)**





Strategic HRM is linked to the goals of the organisation.
The goals of the organisation change in time, due to changes in society, public opinion and government policy





Changes in the vision of the organisation on how to achieve it's goals

- Can lead to a redesign of the internal processes
- Can lead to changes in structure and in job descriptions
- Can lead to changes in required qualities (Knowledge, technical skills, competencies, attitudes and motivations) of staff





To maintain staff quality, an organisation needs a coherent and consistent set of methods, techniques and instruments for personnelmanagement, such as:

- Insight in the labour market
- The image of the organisation
- Up-to-date job descriptions
- Required level of schooling
- Push and pullfactors of various groups of staff
- Internal training programmes
- Facilitate external schooling
- Careerplanning
- Support and coaching from management





The Dutch prison system

- Prisons and Remand houses
- Correctional institutions for juvenile offenders
- Forensic Care (e.g. TBS)
- Special Facilities:
Detention Centres for foreign nationals





Figures 2014

- Every year 45.600 new detainees are admitted
- On average, there are 12.388 people in detention on every single day
- 6% Women
- 94% Men

- Adult inmates: 93 days
- Juvenile offenders: 4 months
- Patients in forensic care: 8 years
- Foreign nationals: 67 days

- Staff of 15.260, 34% women, 66% men.





DJI Mission Statement

DJI contributes to public safety by:

- Enforcing custodial sentences and penal measures, and;
- By giving the people entrusted to our care the chance to build up a socially acceptable life





DJI History -1-

- Since 1980: developments towards contributing to reintegration of prisoners back into society.
- Distinguishing prison staff: prison guards and prison officers.
- Prison guards responsible for:
 - Security around and in the prison facility
 - Reception work
 - Intervention at incidents with detainees
- Prison officers responsible for
 - Security in general
 - The prisoners in their unit (logistics, informal talks, motivation, listening ear).
 - Mentor to specific prisoners



DJI History -2-

Since 2007: Impulse in reintegration of detainees back into society. Bring down the percentage of recidivism (+ 75%)

5 domains

- **Identity**
 - **Income (Debts)**
 - **Housing/family situation**
 - **Work (or schooling/training)**
 - **(Mental) Care**
-
- **The role het prison officers in reintegration is mentor, coaching, motivate, observe and report.**



DJI Developments -1-

Complexity of the problems of prisoners

60 % Addiction (drugs, alcohol, ...)

60 % Mental health problems

35 % Low level of intelligence

80 % unemployed

57 % Depts





Consequences for the role of prison officers

- Prisoners have a variety of complex problems.
- Prison officers require knowledge of:
 - - Mental illnesses en related behaviour,
 - - Of effects of (drug-)addiction and related behaviour
 - - Of methods how to motivate prisoners with various problems
 - - Of methods of professional communication
 - - etc.....



MBO model to determine school-levels

Relation school levels and dealing with complexity								
Complexity	Working on routine basis		Use of standard procedures		Combining standard procedures		Creating new procedures	
Educational level								
MBO-2 Level 2								
MBO-3 Level 3								
MBO-4 Level 4								
HBO - Level 5								



European Qualifications Framework - EQF

The European Union has developed a framework in which the different schoollevels of any country within the EU can be compared.

In this way all different schooldiploma's can be compared and certified within the EU.

Based on EQF The Netherlands have developed a more detailed Framework (NLQF) (the levels are, of course, the same)



EQF/NLQF

The different school levels are determined by the following categories

- Context of the activities
- Required knowledge and to what depth
- Skills
 - How knowledge is used
 - Problem solving skills
 - Skills for learning and development
 - Skills for acquiring and using information
 - Communicative skills
- Levels of responsibilities and independence



Prison officer is MBO-4

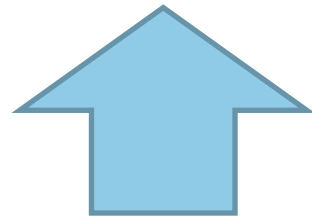
- EQF/NLQF identifies 7 levels of education.
- By comparing the internal qualification inventory of the prison officer with EQF/NLQF it could be established that the professional role of the prison officer requires a diploma at the level of MBO-4
- In 3 months time MBO-4 will be the official diploma requirement for applicants for this position in The Netherlands



Present situation

Career path:

Prison officer (MBO-4)



prison guard (MBO-2)





Things to be taken into account.....

- Strategic Personnel Planning (how many staff and when)
- The Labourmarket (availability of potential staff)
- Prison guards will also need the MBO-4 diploma if they want to work as prison officer (Assessments and facilities)
- Scan of diploma's of present prison officers
 - (estimate in 2016: 30% of the prison officers didn't have an MBO-4 diploma.
 - Great effort will be put into facilitating external schooling offering an MBO-4 diploma and a better position in the labour market



Secondary Education and the Prison Service

We are trying to make a better connection between secondary education and the prison service to secure sufficient applicants for the various jobs within the prison service and the get better, more suitable candidates from these schools.

- At present we are starting talks with individual MBO-2 schools in order to identify subjects and methods that can be built in into their programmes
- We're planning to talk to MBO-4 schools on the same subject
- We have contributed to a curriculum for HBO (level 6) with aspects of the role of special prison officers with skills to take care of prisoners with an severe mental handicap. The curriculum forms the basis for all Dutch HBO schools for this line of work.



DJI internal Learning Centre

The Learning Centre of the Dutch Prison Service provides basic training courses for all prison staff.

At the moment we are remodeling basic training courses for prison guards and officers in line with present knowledge on how people learn. (less theory – more learning bij doing and evaluating)





Building Blocks -1-



What should be in a manual for quality of prison staff?

Although within the Council of Europe there is a great variety of prison systems, most building blocks could be useful in any member-country.

1 Strategic Personnel Plan

Analysis of quantitative- and policy developments that determine the near future of the organisation and a prognosis of the effects in the coming 5 years (if possible)



Building blocks 2



2 Up-to-date job descriptions

Based on tasks and results in the job

Including activities how to get these results

Activities or critical incidents from which competencies can be deduced

Special knowledge that is required in the job

Diploma's

Required attitude and motivation



Building blocks 3



- 2 Insight in the local labour market
3. Insight in relevant school programs
4. A qualified selection process
 - Valid assessment instruments
 - Professional Selectors (psychologists)
 - Up to date selection criteria



Building blocks 4



5. Internal Qualifications inventory
To define knowledge, technical skills, competencies, attitude and motivation
6. (Possibly) European Qualifications Framework
To establish the diploma level
7. (Possibly) Basic training programs – Internal learning centre



Building blocks 4



In support of that:

Trained and motivated middlemanagement to coach staff

Periodical Job evaluations between middlemanager and staff

Facilitation of internal and external study and training



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