



THE FRENCH NATIONAL CORRECTIONAL ADMINISTRATION ACADEMY - ENAP

- **Only academy** for all categories of correctional staff (11 categories)
- About 5000 trainees completed their initial and continuous training at the ENAP in 2018
 - ⇒ including 3000 trainee prison officers
- 263 staff, incl. about 100 training staff
- A budget of 32,4 million euros

The trainee prison officers :

- Each year, 3 to 4 promotions of 600 trainee prison officers start their training
 - training shortened from eight to **six months**
- ⇒ by renovating the training engineering, reducing the internships periods, lengthening the hours in the day, less theory and more practice/role play, digital support and e-learning



Difficulties impeding effective recruitment

- Their first assignment are often in the Paris region or far from their family
 - ⇒ Financial and social strain
 - ⇒ Not applying for a specific location
- According to the demographic and economical situation of certain regions, people are more or less inclined to apply
- The image of the job in the media (the information relayed in the news follow incidents or tragic events) or given by the trade unions (preconceived ideas of lack of resources or support)



Recruitment strategies begin with data

The studies of the ENAP's **training observatory** regarding the prison staff

- ⇒ break down the pre-conceived ideas
- ⇒ guide the recruitment strategy in terms of communication
- ⇒ Improve the training with short term and long term assessment studies, avoiding demobilization of the trainees by sticking to a realistic training



⇒ A few items of study on trainee prison officers:

- geographical origins,
- how they became aware of the recruitment opportunities,
- the rate of resignation during the training,
- the perception of the profession

⇒ Some results of the studies :

- The average trainee is about 30 years old
- 65% have the baccalaureate
- 65% had a job before applying for the training
- The main reasons to enter the profession were
 1. the career perspectives
 2. the job security (being a civil servant)



Attractiveness of the profession through the training conditions

As trainees, prison officers benefit from certain advantages :

- salary of 1450 euros
- Free accommodation and meals
- Modern campus with a cultural life





Communication strategies developed by the ENAP

- In support of the Correctional Administration Headquarters' recruitment strategies
- Through two main objectives :
 - Deconstructing the preconceived public representation with a pedagogical approach
 - Instilling a sense of pride of the profession
- Communication actions from the academy are easier to carry out
 - More reactive with shooting access than in prison facilities
 - Giving a positive message regarding sensitive issues (training on radicalisation, violence prevention...) => tackling correctional issues without the setting of a prison



Deconstructing the preconceived public representation with a pedagogical approach

- **Media presence** at the ENAP
 - Journalists, influencers (youtubers)
 - Average of 36 media present every year
 - Long format documentaries
- Proactive role on **social networks**
 - Keeping watch on the information relayed by people (perception of the public, the trainees, identifying fake news or erroneous information...)
 - Official messages from the institution
- **Audiovisual productions** by the ENAP's cultural & communication unit
 - 'mannequin challenge', 'reverse challenge'
 - Documentaries made with trainees on their profession



Deconstructing the preconceived public representation with a pedagogical approach

- **Public relations events** : being where the administration is not expected to reach a specific target audience unaware of the opportunities offered
 - On the Tour de France cycling race
 - 14th of July National Day parade on the Champs Elysées
- **Pedagogy towards the young public** :
 - High school and secondary school pupils are received to visit the academy
 - Vocational baccalaureate (security professions) students
- **Counter-fire media coverage** (positive media reports during a specific negative event)
 - Communicating on the **recruitment campaign** on the occasion of news coverage for more visibility
 - A decades-long pedagogical effort to be effective



Pride of the profession

- Projects made with/by trainees in coordination with the unit
 - o sport or charities challenge activities with high visibility
 - o videos and documents promoting the values and the people



Keeping the prison staff motivated

- **Continuous training** : they have access to a large catalogue of continuous training
 - Some are compulsory, transition training, interdepartmental, or trends related
- **Career evolution** : they can go up the professional ladder to become a prison governor
- **Specialization** of the missions : they can
 - ⇒ join the regional intervention and security teams or the judiciary extractions pole
 - ⇒ become a trainer or a sports instructor,
 - ⇒ Specialize on correctional intelligence, or on young offenders management, security prisons, or violent inmates units
- **Diversification of the responsibilities**