



Norway

grants

APPLICATION OF DYNAMIC
SECURITY IN PLACES OF
IMPRISONMENT

METHODOLOGICAL MANUAL

2023

Vilnius



AUTHORS:

MEMBERS OF THE DYNAMIC SECURITY DEVELOPMENT WORKING GROUP:

Lina Išganaitienė, Liubovė Jarutienė, Giedrė
Nomeikienė, Marta Gavrilovienė.

The publication was prepared as part of the implementation of the direct funding project ***“Improvement of the quality of the Lithuanian penal system”*** of “Justice and Internal Affairs” program funded by financial mechanisms of the European Economic Area and the Norway. The purpose of this methodological manual is to present the concept of the dynamic security method to the employees of the Lithuanian penitentiary system: managers, middle and core level officers, and other specialists working in imprisonment institutions. The publication can be used for organizing trainings, supervisions, and intervisions of the employees of the penitentiary system. The members of the Working Group on the Development of Dynamic Security express their sincere gratitude to **Torunn Hasler**, Advisor to the Directorate of Correctional Services of the Kingdom of Norway, as well as **Ingvild Jansen, Ole Stageberg, Sven-Erik Skotte**, lecturers of the University College of the Correctional Service (KRUS) of the Kingdom of Norway for sharing best practices on the topic of dynamic security application and for all their help in the preparation of this publication.



Norway
grants

APPLICATION OF DYNAMIC
SECURITY IN PLACES OF
IMPRISONMENT

**METHODOLOGICAL
MANUAL**

2023

Vilnius

I would first like to express my gratitude for the long and fruitful cooperation we have had over two project periods. Since 2014, we have had many meetings with the exchange of knowledge and experience where our main theme has been Dynamic security. We of course have our differences, but together we have developed in the field of Dynamic security in both our countries through this cooperation. A big step for Lithuania is, among other things, this manual, which is a good contribution to spreading knowledge and understanding about Dynamic Security. This will be a necessary and good tool for implementing Dynamic security in the correctional Service in Lithuania

DYNAMIC SECURITY BACKGROUND:

The term Dynamic security was first introduced into the Prison Service Lexicon by Ian Dunbar (1985) while he was working as a governor in high-security prisons. Ian Dunbar noticed that active prison regimes, including close involvement of staff with prisoners, reduced the risks of riots, violence and escapes. The intention was to have an approach within the prisons that would operationalize goals for a more practical reality focusing on human resources and what significance they can have for both security and rehabilitation. Throughout the 1990s and into this century, dynamic security became a concept that was first established in the correctional services in Western Europe. Dynamic security became a method in the pursuit of a more humanistic view of prisoners, in parallel with creating a more appropriate and better security for prisoners, staff and society. Nowadays, the term has been adopted globally as an essential element in prison regimes and can be understood as “an approach to security, which combines positive staff-prisoner relationships with fair treatment and purposeful activities contributing to their future reintegration.

Through a humanistic approach, the officer will try to have professional and positive relationships with the prisoners, which is crucial to being able to see both the needs of each prisoner as well as the risk they may pose and detect hazards, threats, risk and negative developments in the unit.

RECOMMENDATIONS FOR IMPLEMENTING DYNAMIC SECURITY IN CORRECTIONAL SERVICE IN LITHUANIA

Dynamic security is not a method that only a select few members of staff should perform. It is a concept that innovates the whole organization for it to be successful. It depends on management understanding and supporting the staff in their daily work. Establishing dynamic security as a concept and working method that will affect the entire organization and have an impact on its values, objectives, structure, method and it must become part of the organizational culture.

The authorities have a responsibility to set the overall framework and direction they want the Correctional Service to develop. All prison administrations should have a national security framework document to provide prisons with the information and guidance needed to maintain security and at the same time contributing to rehabilitation of inmates.

Some think that static security is the opposite of dynamic security. It is not correct. Measures of Control and restraint are the essence of correctional service and will always be an important contribution to security and safety. But it can not stand alone. It will not work well without at the same time having measures of dynamic security. The key is to find the balance of measures to achieve the overall goals.

Security must be assessed in relation to three factors: Security for the society, staff and prisoners. A well-functioning correctional service contributes to the protection of society. We achieve this by:

- PREVENTING CRIMINAL ACTS DURING IMPRISONMENT;
- PREVENTING PRISONERS FROM ESCAPING FROM PRISON OR BREAKING CONDITIONS SET BY THE PROBATION SERVICE;
- PREVENTING PRISONERS FROM CONTINUING THEIR CRIMINAL BEHAVIOR AFTER THEY HAVE SERVED THEIR SENTENCE.

The requirement for prison management is to ensure that all staff are aware of the concepts of statical, procedural and dynamic security, and to create the necessary structures to enable staff to feel supported in the exercise of their authority. This is especially crucial when a regime seeks to change its security concept including Dynamic security.

I would like to congratulate my Lithuanian colleagues on this great manual and wish Lithuania the best with the implementation of dynamic security and the development of its correctional service.

Best regards



University College of
Norwegian Correctional Service

Ole Stageberg

International coordinator –Dynamic Security Expert





I am addressing you, the officers and employees of imprisonment institutions, who carry out the mission of ensuring safety in imprisonment institutions. The safety of the public, imprisoned persons, and the employees themselves.

This mission is not only a daily duty, but also a constant challenge. A challenge, the circumstances of which, risk assessment and management, change with time, the expectations of our society, and the ever-changing situation.

First of all, I want to remind you how important safety is to a person. It is an unquestionable basic need of every person. The mission of the staff of the penal system is to ensure this need. Therefore, we must constantly learn to keep up with the changes. With the expectation that inmates would change, we, the employees of the penal system, must change and improve as well.

Ways and methods of ensuring safety change over time. Safety is no longer just about isolating a person from the society. Psychological aspects, the importance of people's emotional state, mutual relations and connection are increasingly emphasized and assessed. Therefore, the professional role of the officer is inevitably changing. From the work of a guard, the transition was made towards the method of operation of an officer who provides assistance and is responsible for both safety and resocialization.

Equally important is the fact that by gaining knowledge about dynamic security, by applying it more widely and properly, we will eventually reduce the workload of officers and increase their safety, because dynamic security means constant monitoring of customers, sharing of information, management of the psychological and emotional state of inmates will directly reduce the occurrence of dangerous situations that require the urgent intervention of officers and cause considerable stress to employees.

Therefore, thanking you for your responsible approach to the challenges of the service and your desire to improve your operational skills with this manual, I wish you to acquire new knowledge and abilities so that you can ensure the safety of our customers, i.e. the public and the employees themselves, as true professionals.

*Director,
Virginijus Kulikauskas*

TABLE OF CONTENTS

INTRODUCTION

- 17** The dynamic security and its issues in Lithuania
- 19** Advantages of the dynamic security method

SECURITY AND SAFETY

- 28** The importance of safety
- 32** Secure imprisonment institution
- 35** The establishment of the concept of safety in international documents
- 37** Links between safety and resocialization

DEFINITION OF SAFETY MEASURES

- 41** Components of safety assurance in an imprisonment institution
- 43** Directions of safety assurance
- 44** Safety system

THE CONCEPT OF DYNAMIC SECURITY

- 49** The concept of dynamic security
- 51** Key elements of the dynamic security method
- 52** Features of the dynamic security
- 54** Indicators of dynamic security
- 55** Dynamic security quality assessment indicators
- 56** Dynamic security is a different approach to safety management in imprisonment institutions

- 57** The role of the contact officer in the effectiveness of dynamic security
- 59** Application of dynamic security method in different units and levels

PURPOSE OF THE IMPRISONMENT SENTENCE

- 63** Purposes of the imprisonment sentence
- 65** Short term safety
- 66** Long-term safety
- 68** The impact of safety assurance and methods on achieving the purposes of the imprisonment sentence

NECESSARY CONDITIONS FOR THE APPLICATION OF DYNAMIC SECURITY

- 75** The role of managers in the dynamic security approach
- 76** Changes in the penal system
- 78** Leadership style
- 80** Practiced values
- 81** Importance of the human factor
- 84** Risk management. Gathering of information and daily risk assessment
- 88** The principle of normalcy
- 90** Benefits of the social therapy prison
- 91** Safety culture in prisons
- 94** Positive culture of imprisonment institutions
- 97** Staff competences and importance thereof for the effectiveness of dynamic security
- 98** Professional and constructive relations between employees and inmates
Social skills of officers are important for the application of effective dynamic security
- 99** Ongoing dynamic security training
- 101**

ELEMENTS OF DYNAMIC SECURITY IN OTHER ACTIVITIES

- 107** National safety programs and initiatives in Lithuania
- 113** LITERATURE AND SOURCES USED
- 114** SUMMARY



INTRODUCTION

THE DYNAMIC SECURITY AND ITS ISSUES IN LITHUANIA

Imprisonment institutions are undoubtedly specific institutions that face many challenges on a daily basis. Employees of these institutions have extremely difficult tasks: to work with people, who committed a crime, in such a way that they would gradually change their behaviour and return to freedom ready to start a different life without crimes and traumatic memories of the time spent in the imprisonment institution. However, when working with a specific group of persons - inmates and detainees - various unpleasant or dangerous incidents may inevitably occur in an imprisonment institution. Therefore, one of the tasks of the penal system is to ensure safety inside the institution: for inmates, staff, and visitors, and to operate in such a way that both the public and the incarcerated people, as well as staff of the imprisonment institution and social partners would feel safe.

In search of effective methods of ensuring safety in prisons and in order to follow the recommendations presented in European prison rules, the Lithuanian penal system turned to the practice of foreign countries, especially to that of the Kingdom of Norway, as well as neighbouring Latvia, in 2014 and decided to implement dynamic security in imprisonment institutions of Lithuania. Thus, the idea of dynamic security in Lithuania can be considered relatively new, still developing and looking for its place in the penal system. The dynamic security work method was introduced in Lithuania in 2014, when “The concept of dynamic security in the imprisonment institutions”

was approved by the order of the Director of the Department of Prisons. In the long run, the positions of dynamic supervision specialists were created in the Safety control departments of the imprisonment institutions, so this work method was applied by small groups of specialists working in the institutions after special training. In this way, the concept of “dynamic supervision” appeared in the Lithuanian penal system, and the new approach to supervisors’ work methods was in essence adopted only by a part of the specialists of the Security control department. In addition, different imprisonment

Institutions interpreted the application of dynamic security differently: some institutions established separate sectors, which they began to call dynamic, while groups of dynamic supervision specialists began to work in all units of the institution in other institutions. The question remains open - is the method of dynamic security applied in essence as defined in various international documents? Probably not.

Thus, the working method of dynamic security in Lithuania was understood in essence in fragments, as a function of certain imprisonment institution employees, i. e. dynamic supervision specialists. In other states of the European Union (e.g. Great Britain, Finland, Estonia, Belgium), as well as in the Kingdom of Norway, from where the ideas of dynamic security travel to Lithuania most intensively, the dynamic security and its application are understood somewhat differently. For example, the European prison rules state that the application of dynamic security provides for the constant contact of all employees of the imprisonment institution with incarcerated people, which makes it possible to notice the risk of dangerous situations and prevent them in time¹. And the "Trainer's Manual on Dynamic Security" published by the European Council, emphasizes that dynamic security is a work method based on the daily interaction of employees with imprisoned persons and the organization of meaningful occupation².

It should be noted that Lithuania, being a member of the European Community, should also adhere to the European prison rules and supplement the security system of its imprisonment institutions with appropriately developed and high-quality dynamic security.

It is important to understand that dynamic security in foreign countries is not considered a function of a specific group of officers, but a working method applied by all employees of the imprisonment institution, which helps to ensure safety and a more favourable atmosphere in the imprisonment institution.

1 Council of Europe. European Prison Rules. 2006. The publication is available online at <<https://rm.coe.int/european-prison-rules-978-92-871-5982-3/16806ab9ae>>.

2 Council of Europe. Trainer's Manual on Dynamic Safety. 2018. Datapons: Skopje. The publication is available online <<https://rm.coe.int/final-training-manual-on-dynamic-safety-june-2018-koregirana-4-/16808ccea2>>.

Research conducted by scientists analyzing the operation of the penitentiary system shows that there are difficulties when trying to apply the dynamic security in practice in the imprisonment institutions in Lithuania. Research results show that there is currently a lack of more specific methodological guidelines or instructions for dynamic security, and the dynamic security application model lacks clarity and definition. Also, officers applying the dynamic security method lack quality training as well as discussions and talks on the topic of dynamic security. In addition, it is important to note that in different imprisonment institutions the idea of dynamic security was understood in different ways³, therefore it would be important to unify the practice of applying this method and to rely on the same working principles in all imprisonment institutions.

That is why in this Guide we aim to unify the concept of dynamic security, i.e. to provide basic information about dynamic security, important elements of this security method, conditions necessary for their development, and to discuss the principles of application.

ADVANTAGES OF THE DYNAMIC SECURITY METHOD

The implementation and application of this dynamic security method that is qualitatively different in imprisonment institutions of Lithuania may require significant amount of knowledge, skills, and effort. Dynamic security is based on positive relations with incarcerated people, constant presence with them, collection of security-relevant information, and exchange of this information with colleagues⁴. Naturally that the application of this method requires care, attentiveness, good communication skills and, higher time costs due to the

³ Uscila, R. The concept of dynamic security in places of imprisonment. 2020. Publication available online <https://teise.org/wp-content/uploads/2020/06/Dinaminis_saugumas_studija_2020-1.pdf>. Viršilas, V., Vaičiūnienė R. Analysis of the system of social rehabilitation measures employed in places of imprisonment, problematic aspects of employment. Publication available online < <https://teise.org/wp-content/uploads/2018/01/Vai%C4%8Di%C5%ABnuien%C4%97- Vir%C5%A1ilas.pdf>>

⁴ United Nations Office on Drugs and Crime. Handbook on Dynamic Safety and Prison Intelligence. 2015. Publication available online < https://www.unodc.org/documents/justice-and-prison-reform/UNODC_Handbook_on_Dynamic_Safety_and_Prison_Intelligence.pdf>. Bandzevičienė, R. Penitentiary psychology. Mykolas Romeris University, 2009.

bureaucratic burden often borne by employees. By applying this work method, the employee of the imprisonment institution must get to know the people incarcerated in the institution, devote as much time as possible to simple, everyday communication with them, and when noticing certain risks - share this information with colleagues and simultaneously take the necessary preventive actions. Therefore, it is extremely important for the employees to constantly improve their communication skills and train to notice emerging risks, as well as to know persons to whom they should pass on relevant information. It is no less important for the management of the imprisonment institution to support this method of working with incarcerated people. Therefore, in order to understand the intricacies of this work method, it is necessary not only to train employees of imprisonment institutions, but also to have ongoing consultations, discuss complex everyday work situations with colleagues, and share examples of good practice.

When hearing about the concept of dynamic security for the first time or attending dynamic security training, natural questions may arise: why do the imprisonment institutions operating in Lithuania need it? Isn't it enough to keep working the way we've been working?

The ideas of dynamic security reached the Lithuanian penal system recently, so it is difficult to assess whether they have already brought tangible benefits. Other countries have more experience in applying this method and can assess and compare the results of dynamic security application. For example, the dynamic security method was introduced in the Kingdom of Norway as early as 1986.

Until then, the work in the imprisonment institutions of the Kingdom of Norway was organized in the same way as it is currently done in Lithuania: The staff of the resocialization unit took care of the assessment of inmates, counseling, conducting of behavior correction programs; while the safety in the prison was exclusively the task of the staff of the Security control department. Prior to the introduction of the dynamic security method, a relatively large number of undesirable incidents (fights, access to prohibited items, etc.), including officers being killed, were recorded in the imprisonment institutions of the Kingdom of Norway. In order to change this situation, shift was made towards a new work method - dynamic security, and safety in the prison became the responsibility not only of the officers of the Safety control department, but of other employees of the institution as well.

The officer's professional role has changed: from a guard it shifted towards an officer who provides assistance and is responsible for both safety and resocialization. A system of contact officers has been introduced.

THE CHANGES THAT HAVE OCCURRED IN OTHER COUNTRIES HAVE ALLOWED TO NOTICE SEVERAL KEY STRENGTHS OF THE DYNAMIC SECURITY METHOD:

FIRST, the use of this method allows the staff to effectively control the situation in the imprisonment institution. By getting to know inmates, staff can more reliably predict their actions, spot worrisome behavior in time, and avoid conflict situations between inmates. In this way, unpleasant incidents: fights, cases of self-harm, escapes, absconding, assaults on staff, etc. decrease in the imprisonment institution.

By applying dynamic security, the workload of employees decreases in the long run, as less and less incidents requiring urgent intervention or dangerous incidents occur in the institution.

SECOND, by applying the dynamic security work method, the employees of the institution themselves feel safer. The lower the number of dangerous situations in their workplace, the less likely their own life and health would be at risk. In addition, when working in a safe environment, employees feel less tension and stress, so their own psychological well-being improves as well.

Thus, the application of dynamic security encourages both employees and inmates to feel safer, since positive interpersonal relationships reduce the likelihood of psychological and physical violence in the institution.

THIRD, dynamic security provides for constant cooperation between different units (departments) of the imprisonment institution and the exchange of safety-relevant information. Therefore, this approach encourages employees from different departments to work as a team, where each employee shares important insights and contributes to the cause of security.

Teamwork not only unites employees of different departments, but also helps all departments of the institution to work towards the same direction.

FOURTH,

the use of a dynamic security approach can significantly improve the overall atmosphere in an imprisonment institution.

Respectful, tactful communication of employees with incarcerated people encourages them to communicate more respectfully and politely, and also helps to create positive relationships, as well as avoid confrontation and disagreements between employees and incarcerated people.

AND FINAL,

dynamic security significantly contributes to the maintenance of order in institutions and the resocialization of inmates and their meaningful occupation, allows to prevent crimes inside the imprisonment institution and prevent escapes from the institution.

A person prepares and a better neighbour returns home.

IN THIS WAY, NOT ONLY PEOPLE INSIDE THE CORRECTIONAL INSTITUTION, BUT ALSO THE SOCIETY, INTO WHICH ITS MEMBERS RETURN AFTER SERVING THEIR SENTENCE, FEEL SAFER.



³Minimum standards for Dynamic safety Training, EPTA. Available online: https://www.epta.info/wp-content/uploads/2021/03/EPTA_04_SIG2-Minimum_Standards_EN_def.pdf

Dynamic safety training handbook. Available online: https://www.epta.info/wp-content/uploads/2021/03/EPTA_06_SIG2-Handbook_EN_def.pdf

Dynamic security experts (lecturers of the network of European penitentiary training academies in educational publications⁵, lecturers of the University College of the Correctional Service of the Kingdom of Norway in their presentations) noted that an interdisciplinary approach is important for the application of dynamic security, where it is guided by the knowledge of the penitentiary law, applied psychology, penitentiary psychology, and sociology. Aspects of the mentioned academic branches, which are important for the understanding and implementation of dynamic security, are discussed in this manual.

Although Lithuania has little experience in the application of the dynamic security method, when interviewing specialists who apply this method, it can be seen that this method really brings positive changes to their daily work. A survey of current dynamic supervision specialists conducted by the Training Center of the Department of Prisons in June 2020 revealed that, according to these specialists, the application of the dynamic security method had a positive impact on both the reduction of complaints of inmates, the relationship between inmates and detainees with the employees of the institution, and the resocialization process of inmates. For example, 66% of the interviewed specialists noted that the application of dynamic security improved the implementation of resocialization measures. And 55% noted that the knowledge gained through training about dynamic security contributes to a decrease in the number of inmate complaints, and as many as 78% agreed that dynamic security helps to improve relations between imprisoned persons and staff. Thus, specialists who have actually tried out the dynamic security method in practice see the benefits of this method in their daily work, and as many as 95% of the dynamic supervision specialists interviewed admit that it can improve the microclimate, safety, and quality of supervision in an imprisonment institution.

There is no doubt that the application of the dynamic security method would positively affect the safety of imprisonment institutions and the situation of people, who work or serve their sentence there, and in the long run would have a positive impact on public safety as well. With the emergence of this work method and a separate group of specialists applying it in the imprisonment institutions of Lithuania, certain positive changes are already being observed in the institutions, e.g., the atmosphere has improved, there are fewer conflicts between officers and inmates...

However, there are many questions regarding the implementation of the dynamic security method in the imprisonment institutions of Lithuania today, there are different interpretations, and there is a lack of reliable guidelines for the application of dynamic security. **There is a hope that this Manual will contribute to a general understanding of dynamic security.**

We are grateful to **Torunn Hasler**, advisor to the Directorate of Correctional Services of the Kingdom of Norway, **Ingvild Jansen, Ole Stageberg, Sven-Erik Skotte**, lecturers at the University College of the Correctional Services of the Kingdom of Norway, for methodological assistance, examples of good practice, and support in the preparation of this Manual.

We sincerely thank the management of the Lithuanian Prison Service for their useful advice, help, and support in the preparation of this Manual.

We hope that the Manual will be of interest to prison officers, be useful during training, and will be used by researchers, students, and practitioners analyzing the serving of sentences.

Members of the dynamic security development working group in 2021–2022



SECURITY AND SAFETY

Imprisonment institution is a specific organization with its own rules, microclimate, personnel needs, and strategic plans. Aspects of security and safety of imprisonment institutions are best implemented relying on knowledge of applied psychology, penitentiary psychology, practical experience, and good practice. Representatives of applied and penitentiary psychology note that safety, emotional state, and the need for safety are important for every person working in the organization⁶.

Security is an integral part of the functioning of imprisonment institutions. However, security measures, methods, and techniques can be very diverse. Depending on the culture, the state's attitude towards imprisoned persons, the training and competence of the officers, security measures may differ. Historically, the aim was to isolate criminals, and the architecture of prisons has always been harsh, with high fences, and barbed wire. The security officers are armed with firearms, the most important tools are the demonstration of power, strict control, and orders.

The short-term goal of a sentence, i.e. to keep criminals isolated, is achieved in this way, but the goals of resocialization remain neglected, the employees suffer, because the general atmosphere of the imprisonment institution is negative and hostile, often unsafe, with an aggressive feedback from inmates.

Safety is an unquestionable fundamental need of every human being. **Abraham Harold Maslow**, who created the theory of human needs and motivation (1943), assigned safety to basic human needs. **Thus, the safety is the basis of human existence and a prerequisite for the possibility of life.**

⁶Lekavičienė, R., Antinienė D. Communication psychology, a modern approach: knowledge and tasks. Vilnius, 2019. Bandzevičienė, R. Penitentiary psychology. Mykolas Romeris University, 2009.

THE IMPORTANCE OF SAFETY

Feeling of safety is a feeling that a person usually feels without realizing it. Safety can be defined as the absence of harm or injury. When a person says that he/she feels safe, he/she often means that he/she is protected from danger.

Being secure is the state of being protected from harm or other unwanted consequences.

To feel secure, which is also called psychological safety, means to be subjectively sure that one is not in danger.

PRACTICAL SITUATION

During the walk around the housing unit, the officer entered the living quarters and saw the inmate A. A. lying in bed. Inmate A. A. was verbally instructed to get up from the bed and introduce himself, but the inmate did not respond to the instructions. The instruction to get up is repeated few more times, but the inmate starts to express dissatisfaction towards the officer, use derogatory language, threatens with bodily harm, saying “I will wait for you outside the gate, I will be released soon, and I kill you”. After repeating the instruction to get up from the bed, the inmate fulfills the instruction, but stands up into a fighting position and raises his right hand to hit.

- How do you think the officer feels in this situation?
- If similar situations occur at work regularly, what consequences will this have on the officer's well-being?

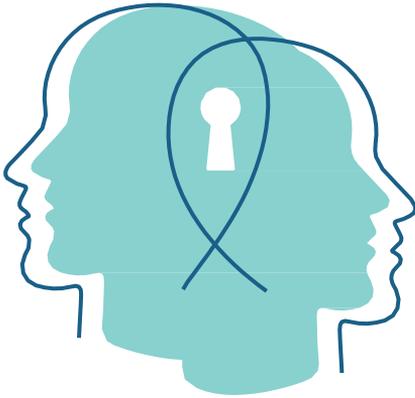
It should be noted that the lack of safety is the main factor of people's unwanted emotions, such as fear and anxiety, which can prevent the ability to think coherently and make decisions, prevent a calm assessment of reality, complicate social life, interfere with learning, working, creating, or striving to become a better person.

PRACTICAL SITUATION

Stop for a moment and think about a time when you felt safe in an imprisonment institution while working.

Good, calm, fun, I feel confident, I want to do something, I am relaxed, happy, cheerful, I want to help, it is easy to communicate, I can be creative...

- *What thoughts and emotions arise when you feel safe at work?*



It should be noted that each of us has an innate basic need and right to feel safe. But it is important to know that feeling safe and being safe are often two different things.

Scientists studying human brain activity have found that the part of the human brain responsible for emotions is much older in terms of evolution, so it affects us more strongly than the parts of the brain responsible for rational thinking that developed later.

The main task of our brain is to sustain life. Sustaining of life is an incredibly complex task, and our intelligent brains do everything they can to make this task easier and simpler. This means that the brain is constantly checking our environment for threats, and most importantly, it automatically pays more attention to negative and threatening things in the environment. ***Why is this happening?*** When a threat is detected, an alarm is triggered - in a dangerous, stressful situation, one of the human brain structures - the *amygdala* - a small part of the brain - immediately reacts to the arising negative emotion, it is activated as soon as we feel the danger. ***The more dangerous the situation, the faster his reaction.***

The frontal part of the brain, where thinking and analysis takes place, reacts in the opposite way: the stronger the negative impulse, the less activated it is.

THAT'S WHY YOU CAN'T MAKE IMPORTANT DECISIONS IN STRESSFUL SITUATIONS, BECAUSE AT THAT TIME EMOTIONS PREVAIL, AND IT SEEMS THAT THINKING IS LAGGING.

Stress can also reduce the number of connections in the brain, leading to tunnel thinking, where we only see what we want to see and don't consider the bigger picture.

The brain does not know how to distinguish life-threatening situations from stressful or difficult situations. Therefore, the alarm response and gut feeling-based behavior can occur in the same way when going to a lion in a cage, when going to a place where you have previously experienced fear, and before going to the see boss to present the results of your work. *So, when a person feels insecure, it can be difficult for him/her to make rational decisions and act thoughtfully. That is why the feeling of safety is so important in our daily life.*

It can be concluded that safety is a basic human need, without which it is impossible to achieve higher goals.

Often, a person feeling insecure, unloved, insignificant, and not belonging to a supportive community can pursue these things in destructive ways, simulating self-actualization by destroying everything around himself/herself. This often happens to inmates as well.



CONSIDERING THE NATURAL REACTIONS OF EACH HUMAN BEING, IN A CONFLICT OR STRESSFUL SITUATION INMATE NEEDS TIME TO CALM DOWN AS WELL.

PRACTICAL SITUATION

Get to know the most important human needs by checking out the pyramid of basic human needs created by psychologist A. Maslow.

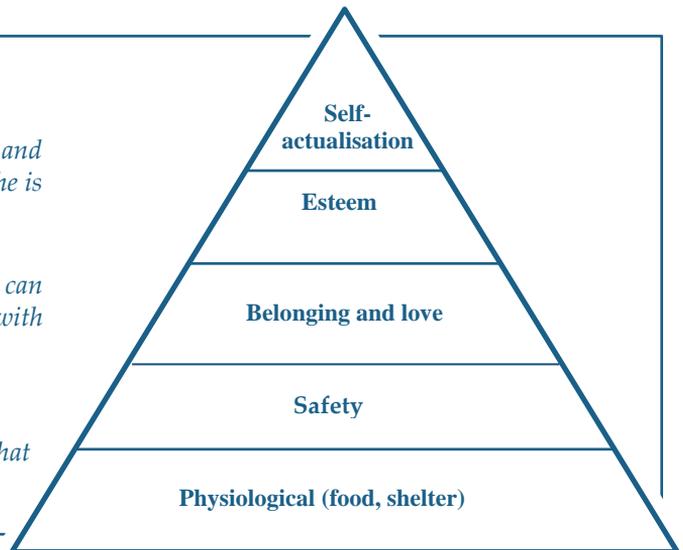
Do you think that a person who has not satisfied the needs at the bottom of the pyramid can think about the needs at the top?

NEEDS (A. MASLOW)

- Can a person think about his goals and achievements in professional life when he is hungry and cold?

- If a person is threatened with a gun, can he think about a romantic relationship with a friend at that time?

- If a person is not loved, he/she has no close relationships, is lonely, how, in what way do you think he/she will realize



You may have thought about how secure you feel working in an imprisonment institution with a specific group of people - persons with criminal predilections - and dealing with difficult or persistently unpleasant situations on a daily basis. Safety is one of the most important elements in an imprisonment institution, but ensuring it requires a tremendous amount of energy from all the people who work here.

QUESTIONS FOR DISCUSSION

Try to answer the following questions:

- *Why is a secure imprisonment institution necessary?*
- *Who needs a secure imprisonment institution?*
- *What is the benefit, and to whom, if the imprisonment institution is secure?*
- *How can I contribute to the development of safety in the imprisonment institution?*

SAFE IMPRISONMENT INSTITUTION

A secure environment not only in the physical sense, but also in the sense of well-being, obviously, must be everywhere - in the kindergarten; at school; in the hospital; retirement home; work environment; in the place of residence - in these places we don't want to get hurt, don't want to get infected, don't want to be robbed or injured. It is also very important not to scream, humiliate, belittle, threaten, ignore, curse, call names, mock, refuse to help in a difficult situation in these environments. ***Ideally, we want everyone to be safe and feel safe. Both of these safety aspects, together with a sense of community, will provide the best basis not only for existing, but also for quality living and development.***

The daily living environment of imprisoned persons is the *imprisonment institution*, its facilities, inmates serving the sentence together and the staff of the imprisonment institution seen every day. It is natural that people want to feel safe in their living environment. Therefore, all social services provided in an imprisonment institution must be provided in accordance with ethics and without violating human rights.



All organizations working in the field of social services, including imprisonment institutions, must ensure that service recipients are treated by staff appropriately. **Ethical behavior and ensuring rights in the imprisonment institution creates a sense of safety for the inmates and trust in the institution and the officers working in it.**



EVERY IMPRISONED PERSON HAS THE RIGHT TO SOCIAL SUPPORT SERVICES.
THESE RIGHTS INCLUDE:

- *the right to be valued equally with others;*
- *the right of choice;*
- *the right to receive understandable information;*
- *the right to complain;*
- *the right to be heard;*
- *the right to be treated well by staff;*
- *the right to the safety and confidentiality of their personal information.*

When an imprisoned person is guaranteed these rights, when he/she is treated politely, ethically, and professionally, he/she feels secure and sees prison staff not as enemies, but as professionals who can help him/her. **Without feeling a threat from the staff of the institution, the inmate's behavior becomes less hostile, there is a trust in the staff of the institution, communication between the inmates and the staff becomes easier, there is a better mutual understanding and greater listening.**

The sense of safety of people serving a sentence in an imprisonment institution also depends on whether the people working in the institution do not tend to abuse the power they have when making decisions and do not have the need to demonstrate power, and use excessive force.

PRACTICAL SITUATION

After entering the living quarters for inspection, the specialists of the Security control department see that the cell is in disarray: garbage is scattered on the floor, and clothes of some inmates are crumpled on beds. Seeing the mess, one of the specialists starts yelling at the inmates living here, tells them to clean up immediately in a commanding tone, and slams the door hard when he leaves.

- *What kind of reaction do you think such behavior of the specialist can cause to the inmate?*
- *How could he have reacted differently?*
- *Would you consider such behavior of the specialist to be an abuse?*

THE ESTABLISHMENT OF THE CONCEPT OF SAFETY IN INTERNATIONAL DOCUMENTS

Article 3 of the United Nations Universal Declaration of Human Rights regulates the right of every person to life, liberty, and personal safety. It is the personal safety and safety in general is the basis of the operation of imprisonment institutions, a necessary condition for achieving the goal of the penal system and the change and readiness of each person who enters it to return to a normal life in freedom.

Rule 1 of the United Nations Standard Minimum Rules for the Conduct with Inmates establishes primarily the requirement of safety in imprisonment institutions: *“Regarding the inherent dignity and worth of inmates as human beings, all inmates must be treated with respect. No inmate shall be (and all inmates shall be protected from) being tortured or subjected to cruel, inhuman or degrading treatment or punishment, and such treatment cannot be justified under any circumstances. **The security and safety of prisoners, staff, service providers, and visitors must be ensured at all times.**”*⁷

The importance of safety is also established in the European prison rules, Rule 49 states: *“**Appropriate order in the prison must be maintained taking into account requirements of safety, security, and discipline, as well as by creating living conditions for prisoners that ensure respect for human dignity, and by offering them a broad program of occupation <...>**”*⁸

Ensuring of safety is an essential area of the imprisonment system. Part 2 of Article 2 of the Penal Code of the Republic of Lithuania stipulates that the purpose of the laws on the serving of sentences is to determine the procedure for the serving of sentences,

⁷United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules), adopted by the United Nations General Assembly on 17 December 2015 Internet access: <<https://www.unodc.org/unodc/en/justice-and-prison-reform/NMRules.html>> .

⁸ Council of Europe. European Prison Rules. 2006. The publication is available online at < <https://rm.coe.int/european-prison-rules-978-92-871-5982-3/16806ab9ae>>.

so that after serving the sentence, the inmate would pursue his life goals through legal ways and means. Thus, the serving of a sentence and imprisonment in perspective are aimed to protect the society from crimes, so that persons who have served their sentence would not commit crimes again. In the further development of the legal regulation of safety, which should ensure secure practice of imprisonment, regulations of correctional institutions, approved by Order No. 1R-65 of the Minister of Justice of the Republic of Lithuania of 06 March 2014, requiring to ensure the statutory **security of detainees and inmates** held in an institution, carrying out social work with detainees and inmates, their social rehabilitation, organizing the occupation of detainees and inmates with work and useful and purposeful activities in order to ensure effective resocialization of inmates and reducing their recidivism⁹.

The European Prison Rules also state: *“Appropriate procedures must ensure the safety of prisoners, prison staff and all visitors, and minimize the likelihood of violence and other events that could pose a threat”*¹⁰.

PRACTICAL SITUATION

The inmate is lying in bed during the morning inspection. He usually gets up every morning. You know him, he has a rather short fuse, gets insulted quickly, gets angry, is sensitive to criticism, but he gets over it quickly, is usually calm and not malicious, likes to joke. The inspection is attended by another officer who rarely comes in. He orders the inmate to stand up. The inmate gets up and covers his waist with a blanket. Your colleague tells the inmate to make the bed in a raised, commanding tone. The inmate retorts that he will make the bed when everyone leaves because there are female officers in the cell. The officer begins to shout...

- *How can you act in this situation?*
- *What decision would be the safest for everyone - the inmate, you, and your colleagues?*

⁹Order No. 1R-65 of the Minister of Justice of the Republic of Lithuania “On the approval of the regulations of the institutions subordinate to the Department of Prisons under the Ministry of Justice of the Republic of Lithuania” of 06 March 2014, LR, 07-03-2014, No. 2898.

¹⁰Council of Europe. European Prison Rules. 2006. The publication is available online at <<https://rm.coe.int/european-prison-rules-978-92-871-5982-3/16806ab9ae>>.

LINKS BETWEEN THE SAFETY AND RESOCIALIZATION

Figure 1 shows why the safety is important in the general context of an imprisonment institution. As you can see, a positive atmosphere in an imprisonment institution starts with the basics - proper household conditions of the imprisonment (warm, clean, ventilated, sufficiently lit rooms, basic amenities - cold and warm water, access to the toilet, etc.).

Another important aspect is an effective safety system in the imprisonment institution (sufficient number of employees, the ability to constantly be near the inmates and observe their behavior, mutual relations, getting to know them, sharing important information with colleagues, etc.).

Both of the already mentioned conditions are necessary for the most important purpose of the imprisonment institution - the resocialization of inmates. Only after meeting their basic needs and feeling safe can inmates change their behavior towards a positive direction.



QUESTIONS FOR DISCUSSION

When we think of a secure imprisonment institution, we often think of safety in a physical sense: to avoid physical injuries, prevent the entry of prohibited items, quell conflicts between inmates, riots, and curb aggressive behavior.

- *Can an imprisonment institution be secure in terms of well-being - good-natured environment, respectful communication, attention, explaining, positive microclimate?*
- *What does it depend on? What can employees do to make the atmosphere in the institution positive?*
- *What would a typical day in an institution look like if we created a positive environment in the broadest sense?*

Individual departments of an imprisonment institution take care of quite different issues: The *Property management department* contributes to the improvement of imprisonment conditions and solving household issues, the *Security control department* is responsible for the safety of inmates/detainees, and employees, the *Resocialization unit* is responsible for changing the behavior of criminals towards a positive direction. **However, all units are working towards a common goal - the process of changing of inmates/detainees and public safety in the future.**

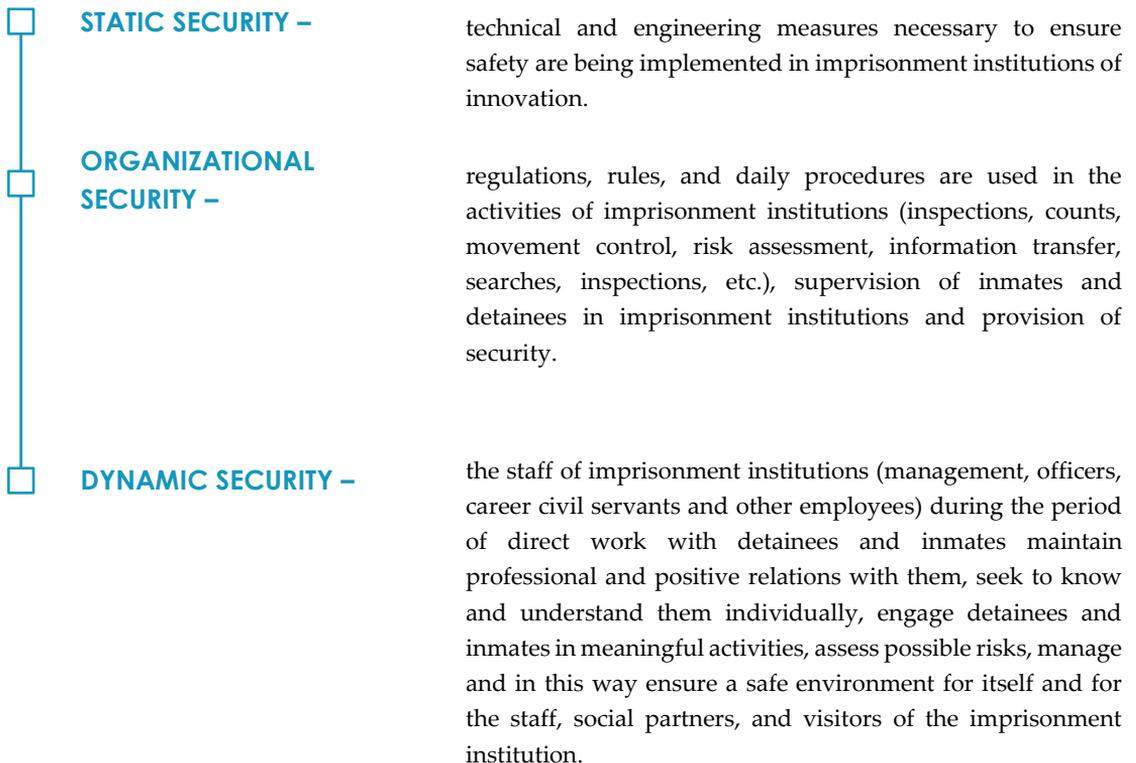


DEFINITION OF SAFETY MEASURES

COMPONENTS OF THE SAFETY ASSURANCE IN AN IMPRISONMENT INSTITUTION

The objectives of the application of dynamic security are to ensure a suitable environment for serving the sentence and to implement behavior correction programs easier by strengthening the competence of the staff of imprisonment institutions, as well as to reduce the harmful impact of the imprisonment institution on the personality and views of the inmate. **In addition, dynamic security helps to prevent the spread of a criminal subculture, and also encourages the staff of imprisonment institution to engage inmates in positive activities.**

Based on the experience of the Norwegian penitentiary system, the following three components, which are closely related and complement each other, are important in order to ensure safety in an imprisonment institution:



PROFESSIONALLY POSITIVE RELATIONSS – the staff of imprisonment institutions (correctional officers, career civil servants and employees working under an employment agreement) are constantly trained and encouraged to form individual, respect-based professional, individual, human relationships with detainees, inmates, to know and understand them as individuals, to see both their needs , as well as the risks they may pose, as well as provide them with help in solving problems, establish a constructive dialogue with them and to emphasize their positive qualities¹¹.

Article 25. 4. The officers of the system of serving of sentences, career civil servants, and other employees of imprisonment institutions, maintaining professionally positive relations with inmates and trying to get to know and understand them individually, engage convicts in meaningful activities, assess possible risks, manage them, and thus ensure a secure environment for themselves and inmates (hereafter referred to as dynamic security). The procedure for ensuring dynamic security is established by the Minister of Justice¹².

Article 73. Ensuring the safety in places of imprisonment

1. The dynamic security established in Part 4 of Article 25 of this Code is ensured in the places where the sentence is served¹³.



¹¹Order No. V-404 of the Director of the Department of Prisons under the Ministry of Justice of the Republic of Lithuania “On the amendment of Order No. V-564 of the Director of the Department of Prisons under the Ministry of Justice of the Republic of Lithuania “On the approval of the concept of the development of dynamic security in the penitentiary system” of 30 December 2014” of 27 December 2021. Available online: <http://www.kaldep.lt/kalejimu-departamentas/teisine-informacija/teises-aktai/kiti-teises-aktai.html>.

¹² Part 4 of Article 25 of the Penal Code of the Republic of Lithuania.

¹³ Part 1 of Article 73 of the Penal Code of the Republic of Lithuania.

DIRECTIONS

EXTERNAL AND INTERNAL ORIENTATION OF SAFETY AND 3 MAIN SAFETY DIRECTIONS ARE DISCERNED:

1. ENVIRONMENT AND PUBLIC SAFETY:

security against potential, future crimes, escapes, and fraud from the correctional institution. Resocialization of inmates, assessment of the risk of recidivism and the possibility of releasing a person on probation or outside the imprisonment institution. Counselling, training, education, positive occupation and motivation of detainees and inmates to behave according to the rules and obey the law, so that they would not commit new crimes after being released from the imprisonment institution and be beneficial to the society.

2. SAFETY OF STAFF AND VISITORS:

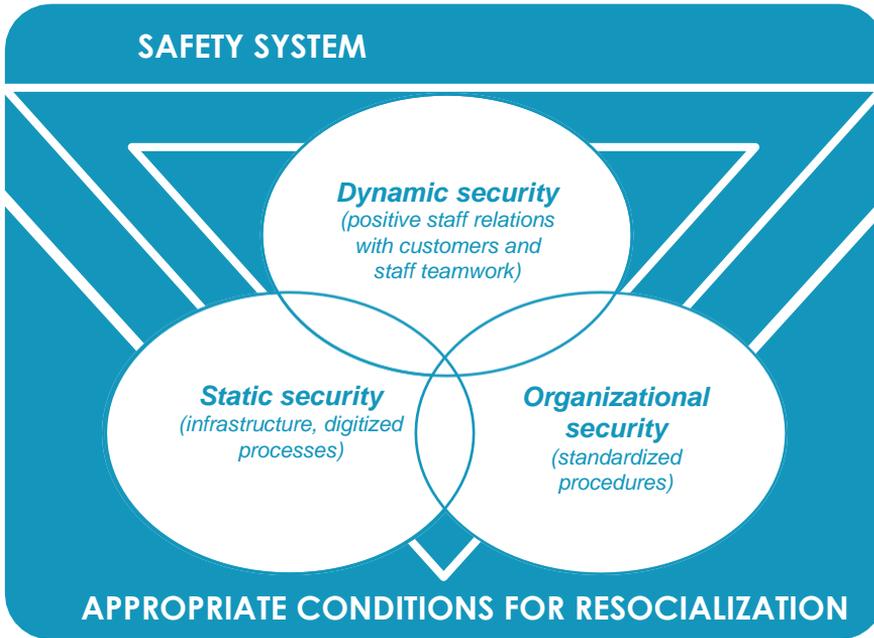
security from possible attacks, threats, violence, or harassment. The most important conditions for ensuring the safety of personnel are properly trained officers, constant development of certain competences, the ability to manage conflicts, prevent breakouts of aggression by detainees and inmates, ensuring the safest possible workplace and work organization procedure, measured workload, technical and organizational measures of security (alarm buttons, etc.). Appropriate cooperation between officers and concern for each other's safety in all situations.

3. SAFETY OF DETAINEES AND INMATES:

legal security and safety assurance. Appropriate distribution of detainees and inmates, monitoring, prevention of mutual conflict situations, building trust in officers, creating opportunities to apply for help. Timely resolution of the problem of detainees and inmates, prompt response to expressed complaints, continuous assessment of possible safety risks.

All the listed directions are important, closely related and complement each other. Ideally, security in an imprisonment institution should be provided in all directions, but this requires a great deal of input from managers and subordinates, as well as close team cooperation.

SAFETY SYSTEM



Part 2 of Rule 51 of the European Prison Rules defines the importance of dynamic security measures in the prison security system:

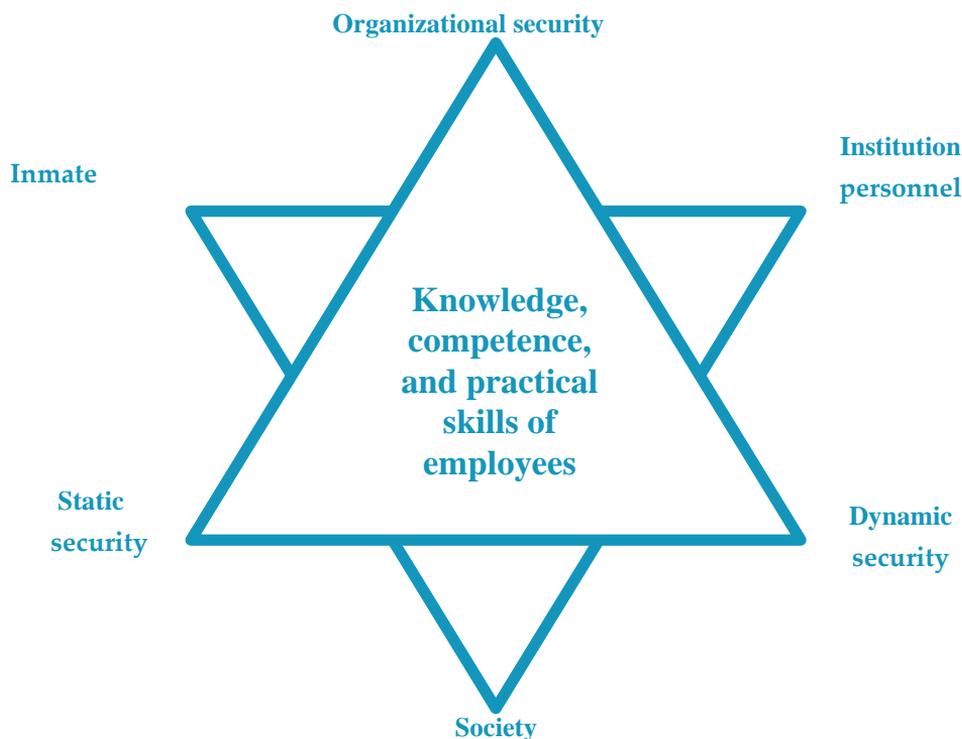
“Security, which is ensured by physical barriers and other technical means, must be supplemented by dynamic security, which provides for staff on duty who know the prisoners under supervision.”

Provision of Paragraph 18a of Recommendations Rec(2003)23 of the Committee of Ministers of the Council of Europe says: *“The maintenance of control in prison should be based on the use of dynamic security, that is the development by staff of positive relationships with prisoners based on firmness and fairness, in combination with an understanding of their personal situation and any risk posed by individual prisoners.”*

Physical and procedural safeguards are critical features of all prisons, but they are not sufficient to ensure that prisoners would not escape. Security also depends on a group of officers who interact with and know the inmates; on the staff who foster positive staff-inmate relationships; on the staff who know what is going on in the imprisonment institution, on the fair treatment of prisoners and their sense of 'well-being', and on the staff who ensure that prisoners are engaged in constructive and purposeful activities that contribute to their future reintegration into society. This concept is called dynamic security and is increasingly used throughout the world.



Considerable experience in the application of the dynamic security method has been accumulated by experts from the Kingdom of Norway, who in recent years have been actively sharing their knowledge with the specialists of the Lithuanian penitentiary system. When talking about safety in an imprisonment institution, lecturers at the University College of the Correctional Service of Norway (KRUS) emphasize 6 elements.



This diagram shows that all three components of dynamic security (static, organizational, and dynamic security) **aim to create safety for personnel of imprisonment institutions, inmates/detainees, and the public. It is important to pay attention to the fact that security is multifaceted and functions as a whole that includes both static (physical), organizational, and dynamic security, and cannot be imagined without one of these components.** The existence of all of these components creates more opportunities to know what is happening in the imprisonment institution and to manage the processes that take place in it.

Dynamic Security Star of 6 elements
Source: KRUS

THE CONCEPT OF DYNAMIC SECURITY

THE CONCEPT OF DYNAMIC SECURITY

Dynamic security, in turn, should be understood as the work method of imprisonment institution staff, the application of which, through daily communication, based on high professional ethics, with detainees and inmates, allows the staff to know and understand them individually, engage in meaningful activities and maintain professional positive relationships, evaluate the risk they pose, manage it and thus ensure safety in the institution, and create favorable conditions for resocialization. Thus, dynamic security is basically associated with being together with inmates, the ability to know them, and see the risks that arise.

It is important to note that, ideally, this method of work should not be applied by staff performing specific functions in a single unit of the imprisonment institution. In other words, *dynamic security should not become only the task of some officers of the Security control department or dynamic supervision officers of the imprisonment institution, the method of dynamic security should be followed by all employees of the imprisonment institution: security control, resocialization, criminal intelligence, and health care specialists.* In this way, safety becomes a common goal of all units of the imprisonment institution, for which they constantly work together.

The presented definition of dynamic security emphasizes continuous cooperation between individual units of the imprisonment institution and the frequent exchange of security-relevant information. Based on the insights of the dynamic security experts of the Kingdom of Norway, in order to share important information, specific meetings of representatives of all departments of the institution can be organized in the imprisonment institution every morning (or during the change of the shift on duty). More details about this type of meeting can be found in the Manual's section "*Gathering of information and daily risk assessment*".

Another equally important element of dynamic security is the positive, respectful and professional relationship between staff of an imprisonment institution and inmates/detainees. Respectful and ethical behavior of imprisonment institution staff, becomes a positive example for imprisoned persons on the one hand, and it allows to avoid dissatisfaction, hostility, and negative attitudes of inmates and detainees towards officers on the other hand. The topic of mutual relations between imprisonment institution employees and inmates is presented in more detail in the publication's section *“Professional and constructive mutual relations between employees and inmates”*.

Below is a diagram presenting the Dynamic security model established in the Guidelines of the penitentiary system for the years 2022-2030 (Figure 6). This model should be gradually introduced in imprisonment institutions of Lithuania. The model also indicates the main directions that are planned for strengthening in imprisonment institutions.

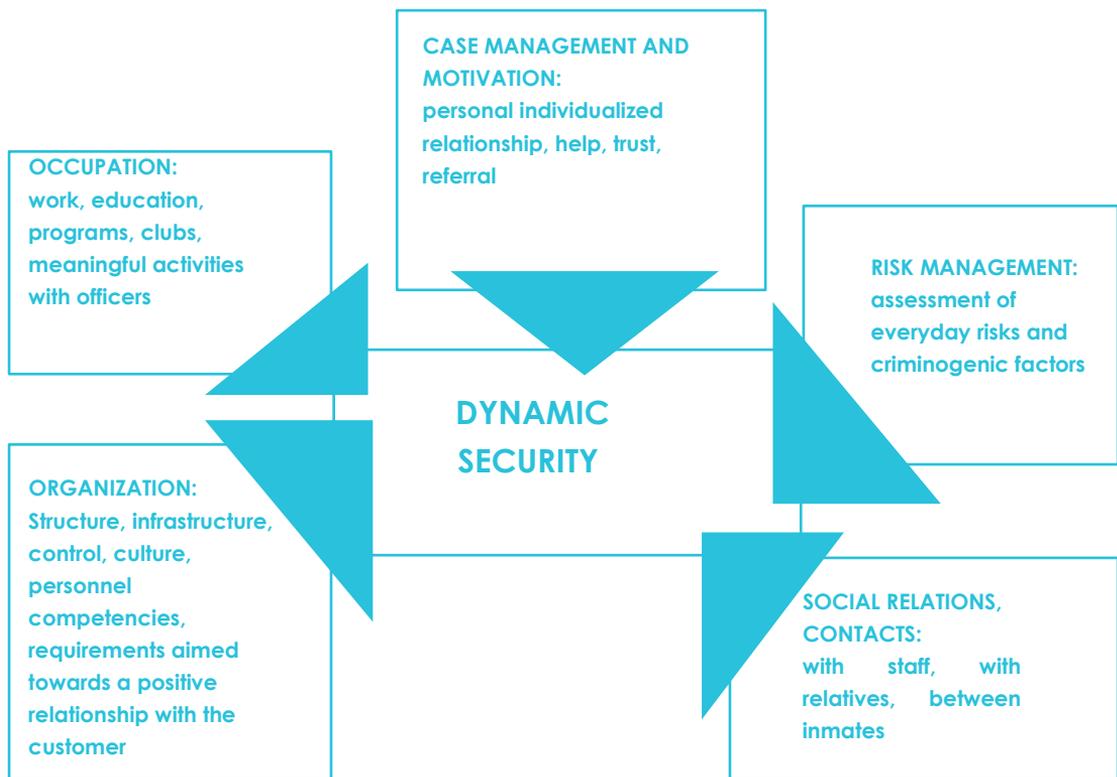


Fig. 6 Dynamic security model Source: PS strategy guidelines for 2022-2030

KEY ELEMENTS OF THE DYNAMIC SECURITY METHOD

The following are the key elements that help an imprisonment institution to gradually transition to a dynamic security approach:

- Personnel competencies
- Ongoing dynamic security training
- Professional and constructive relations between employees and inmates
- Information gathering - intelligence and daily risk assessment
- Teamwork
- Positive culture of an imprisonment institution
- Meaningful occupation of inmates
- Building trust and effective communication resulting in “knowing what’s going on”.
- Noticing of the little things
- Classification of prisons (different security levels)
- Differentiation of inmates
- Progressive serving of sentence
- Good leadership and understanding at all levels
- Accountability and trust
- Disciplinary measures to combat misconduct. Sanctions must be part of the system, but adequate and not self-serving or excessive
- Balance between penalties and incentives
- Reward systems and progress are important
- Safety: short-term - long-term

FEATURES OF DYNAMIC SECURITY

Interest in the possibilities of application of the dynamic security poses the question: what steps should an imprisonment institution take to shift towards a dynamic security approach? The scientific study published by R. Uscila PhD in 2020 distinguishes four most important features of dynamic security¹⁴.

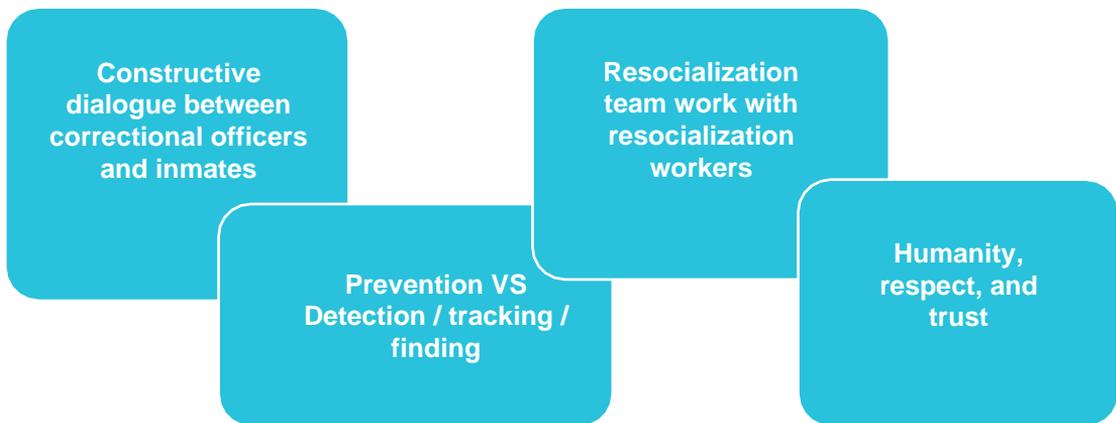


Fig. 7. Features of dynamic security. Source: Uscila, 2020.

PRACTICAL SITUATION

The institution received the information that convict person's mother had died. You get the task to convey these news to the convict person and to find out if he would like to attend her funeral, as well as to inform the inmate about all the procedures related to this situation.

- *How will you communicate this message to the inmate?*
- *What information will you provide to the inmate (what will you inform about, what will you ask, where will you refer to)? - What will you achieve by providing this information?*

¹⁴Uscila, R. (2020). The concept of dynamic safety in places of imprisonment. Publication available online <https://teise.org/wp-content/uploads/2020/06/Dinaminis_saugumas_studija_2020-1.pdf>.

CONSTRUCTIVE DIALOGUE BETWEEN CORRECTIONAL OFFICERS AND INMATES.

Same as foreign sources, this scientific study emphasizes the constructive relations between staff of imprisonment institution and inmates. In order to maintain such relations, it is extremely important to inform the inmates/detainees in detail about issues relevant to them, to follow the rules of etiquette during the interview, be able to listen, be able to devote enough time to the conversation, and to offer help to the inmate/detainee proactively.

PREVENTION VS DETECTION / TRACKING / FINDING.

In this case, it is meant that the priority in the imprisonment institution should be given to the prevention of incidents and not to the elimination of their consequences. For example, in order to ensure the prevention of the entry of narcotic substances into the imprisonment institution, it is important to identify persons who are prone to use them, proactively offer these persons professional assistance, more carefully check the parcels handed over to these persons, etc. In other words, in order to prevent undesirable events from happening, first of all it is important to observe the situation in the imprisonment institution and to know the risks posed by the problems of the people who are serving their sentence here.

RESOCIALIZATION WORK IN A TEAM TOGETHER WITH RESOCIALIZATION SPECIALISTS.

It is very important that all employees of the imprisonment institution work in unison in the name of one common goal - the resocialization of inmates. When applying the dynamic security method, the goal of all imprisonment institution employees is to occupy inmates with constructive and purposeful activities,

which would contribute to their future reintegration into society. When every employee contributes to the occupation and resocialization of inmates by performing their daily tasks, shows them a positive example, constantly consults and shares information with colleagues in other units of the institution, the entire imprisonment institution functions as a harmonious mechanism.

HUMANITY, RESPECT, AND TRUST.

It is important that the staff adhere to these principles not only when communicating with inmates, but also when communicating with each other. In order to ensure compliance with these principles, the role of the manager of the imprisonment institution is extremely important. Being a manager who works together with his team and leads them forward, not a boss who looks down on them. The respectful behavior of officers in managerial positions creates a positive atmosphere in the institution, employees feel valued and important, and inmates are seen as full members of society who will be released one day and have to be prepared for a life without crime.

INDICATORS OF DYNAMIC SECURITY

The dynamic security is present when correctional officers interact with inmates in their work and establish contacts with them by:

- 1. constantly being among inmates;**
- 2. talking to inmates, gaining their trust and forming mutual relations;**
- 3. checking the physical well-being of inmates during examinations and checks;**

4. **maintaining a consistent approach to misconduct;**
5. **encouraging positive behavior and taking action in cases of misconduct;**
6. **engaging in the case management process;**
7. **ensuring that requests of inmates are processed in a timely manner;**
8. **remaining calm when incidents occur.**

At the moment, the employees of imprisonment institutions of Lithuania may face a number of challenges in order to check all the mentioned indicators and implement dynamic security. However, it is important to understand that the dynamic security method must become an aspiration towards which one moves in small steps. For example, fulfilling all the requests of inmates is an ambitious goal, but pleasant communication with inmates, initiating a daily conversation can become a small but very important achievement.

DYNAMIC SECURITY QUALITY ASSESSMENT INDICATORS



1. *STAFF SENSE OF SAFETY*
2. *INMATES' SENSE OF SAFETY*
3. *NUMBER (FREQUENCY) OF CONTACTS (INTERACTIONS) OF EMPLOYEES WITH INMATES*
4. *ASSESSMENT OF THE INSTITUTION'S MICROCLIMATE*
5. *NUMBER OF CONFLICT SITUATIONS*
6. *NUMBER OF SERIOUS INCIDENTS*

These indicators can be used to assess how well an imprisonment institution is doing in implementing a dynamic safety approach. Such assessment can be carried out by institutions themselves, but also in the same way by every specialist working with inmates can ask himself/herself questions corresponding to these indicators about how he/she himself is doing at work.

DYNAMIC SECURITY

THERE IS A DIFFERENT APPROACH TO SAFETY MANAGEMENT IN IMPRISONMENT INSTITUTIONS

SAFETY ASSURANCE

Safety is ensured through communication with the inmate, getting to know him, understanding his situation, and empathy.

- Management of technical means and processes is transferred to technical staff. Officers are directed to work directly with inmates.
- The need for the use of power and physical force is minimized - it is replaced by the positive relationship created by the staff with the detainee and inmate.

OBJECTIVE:

ensure physical and psychological safety for detainees in places of imprisonment, inmates, staff, and visitors using measures that are compatible with respect for human rights and principles of normalcy and humanism.

THE OFFICER'S PROFESSIONAL ROLE MUST CHANGE



For a long time, the opinion was held in imprisonment institutions of Lithuania that the employees working here must be strict and use authoritarian work methods. The application of dynamic security does not in any way provide for pandering, sympathy between inmates and employees. This method is associated with the ability to listen to the inmate, calmly react to his inappropriate behavior, and also build mutual trust.

THE ROLE OF THE CONTACT OFFICER IN THE EFFECTIVENESS OF DYNAMIC SECURITY

The application of dynamic security is supported by the introduction of the contact officer role in the position

An important condition for the proper serving of the sentence is daily (routine) life in an imprisonment institution, which, in order to be secure and rehabilitative, must be based on strengthening of motivation through the process of learning, work, and positive activities.

PURPOSE OF THE CONTACT OFFICER:

The job of the contact officer is an integral part of the daily activities in the institution. Every inmate or detainee must have a contact officer. Contact officers have a special responsibility to take care of the behavior of supervised persons and to provide practical assistance to detainees and inmates in their daily life. Officers can be appointed as contact officers if they have the necessary education and competences in providing assistance and motivating inmates to change.

OBJECTIVE OF THE CONTACT OFFICER:

To help the inmate on the way to change his behavior, as well as to work together with the inmate, motivating him, so that the inmate remains in the process of his changes.

TASKS OF THE CONTACT OFFICER:

- introduce yourself to the inmate, explain the tasks of the contact officer and define their limits;
- help the inmate/detainee to adapt to the institution, introduce the rules, explain the procedure, requirements, possibilities;
- create a professional, positive relationship with the inmate, communicate with him in everyday situations;
- find out the inmate's needs, possible difficulties, foresee ways of assistance;
- support and motivate the inmate to work, study, participate in activities, constructively seek a change in behavior, behave appropriately in imprisonment institution;
- be a link between the inmate and the institution;
- contribute/cooperate in the risk assessment process by drawing up an individual plan and help the inmate to implement it;
- accept requests, refer them to competent specialists;
- organize continuous supervision of detainees and inmates, control their behavior;
- ensure compliance with rules and requirements;
- explain the reasons and conditions that caused specific violations;
- carry out the prevention of crimes and violations of the law in the institution;
- create favorable and secure psychosocial conditions for detainees and inmates.

Thus, the work of a contact officer requires strong preparation, detailed knowledge of the work of the imprisonment institution, good communication skills, and the ability to understand the other person.

APPLICATION OF THE DYNAMIC SECURITY METHOD IN DIFFERENT UNITS AND ON DIFFERENT LEVELS

The successful application of the dynamic security method primarily depends on whether the imprisonment institution management approves the application of this method and encourages employees to follow the principles of dynamic security. It is the management that indicates the direction of the institution's work and fosters the prevailing culture of communication and cooperation in the institution. In order to implement the dynamic security work method, it is very important to promote the cooperation of different departments of the institution, to respond constructively to the mistakes made by employees, not by punishing them, but by trying to learn from mistakes or incidents that have occurred. It is also extremely important to reduce the volume of work with documents for the staff, prioritizing direct work with inmates.

One of the possible steps in establishing the dynamic security work method is the **division of the imprisonment institution into small housing sectors**. A small number of inmates are accommodated in separate sectors, and a sufficient number of security posts and officers working in them, and employees performing other functions, is also ensured. The mentioned sectors may differ from each other according to the level of supervision of inmates (e.g. open regime, medium security sector, increased security sector). An interdisciplinary team consisting of officers, social workers, psychologists, occupation and other specialists works with inmates of each sector, the inmates are encouraged to contact the sector employees without waiting for their problems to escalate. The relationship of the specialist team with inmates is based on respect, correct and professional communication. Formations of inmates, searches of housing units, escorting of inmates remain in the small sectors, changes only

the quality of these activities: during them, the inmates are communicated with politely, their privacy is respected, and interest is being paid to their daily life and problems. Naturally, officers and employees working in small sectors have a smaller number of inmates housed in them, so there is an opportunity to spend time talking, hearing out the problems expressed by inmates, organizing meaningful occupation activities, and providing the necessary assistance. In order to comply with the principle of working in small sectors, it is very important that employees spend as much time on direct contact with inmates as possible, and not on the preparation and processing of documents.

QUESTION FOR DISCUSSION

N. is a contact officer who is assigned to work on one of the floors of the imprisonment institution. 100 inmates are housed on the floor in dormitory type housing unit.

- *Do you think the floor under N.'s supervision is secure?*
- *What would a typical working day for N. look like?*
- *How many inmates should live on the floor so that N. can spend time talking with each inmate during his work?*

At the moment, work in imprisonment institutions of Lithuania is organized on the principle of units - specialists in Resocialization, Security control, and Criminal intelligence have separate tasks. It is not uncommon to concentrate on the functions of one's own unit, communicating only with specialists working in the same unit. The joint work of all the representatives of the units operating in the institution in a small sector of the institution would promote the constant exchange of information and cooperation between units.

PURPOSE OF THE IMPRISONMENT SENTENCE



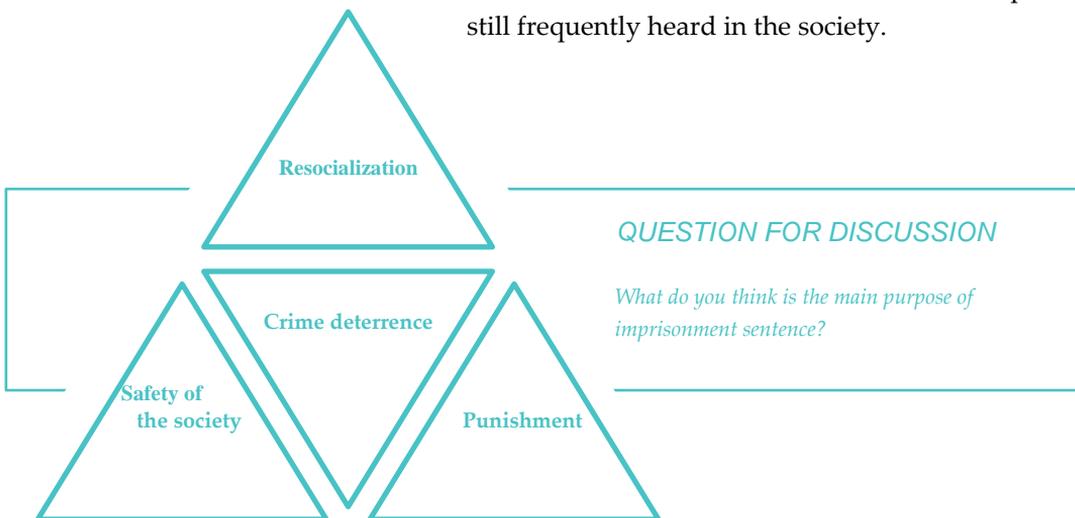
OBJECTIVES OF THE IMPRISONMENT SENTENCE

“An eye for an eye - and the whole world will become blind”, said Mohandas Karamchand Gandhi, India’s moral authority, fighter for the freedom of his country, in the 19th and 20th centuries.

The treatment of inmates, the imprisonment institution environment depend on the goals of the imprisonment sentence and the officers’ daily work methods. The purpose and goals of imprisonment sentence are declared in the legislation, but the human factor often determines that officers’ personal understanding of the work is quite different. Dynamic security is security through relationships and communication with the inmate, and therefore directly depends on the officer’s attitude towards the inmate.

The officer’s behavior with the inmate depends on how the officer understands the purpose of the imprisonment sentence and his professional role in achieving that purpose.

“So why was he not sent behind bars?”, “Why did he got off so lightly?”, “The court showed mercy” or “The court threw a book at him” and “The court’s blow” - these are the headlines and the comments below them that accompany the judgments of the courts in criminal cases. The demand for the return of the death penalty is still frequently heard in the society.



However, what are the real purposes of imprisonment sentence?
Below are some examples and problems thereof:

SECURITY.

Some individuals need to be isolated to prevent crime and thus protect society. Prison is used as a means to achieve this goal, but the question of how long a person should be isolated causes the debate. The problematic nature of the life sentence is particularly relevant.

RETALIATION.

Allows the victim to overcome their anger if the offender gets what they deserve. The problem is how to decide what kind of retribution is appropriate. For example, a hand is cut off for theft, the extreme method is the death penalty, but don't we become the cruel ourselves by punishing as harshly as possible?

DETERRENCE.

Punishment is expected to help deter people from committing crimes. However, research shows that even the harshest punishments, such as the death penalty in the US, do not prevent the commission of many crimes.

PROTECT MEMBERS OF THE SOCIETY.

Forgiveness, the purpose of punishment is to change the criminal behavior so that the person would integrate into the life of the society. Criminals are taught, counselled, but not all manage to change.

RESOCIALIZATION.

There must be a consequence for every crime. In particular, the inevitability of punishment can reduce crime. For example, Singapore has little crime because people know very well that they will be punished.

COMPENSATION.

The purpose of the punishment is to help the victims with good deeds, to compensate for the damage and thus "pay" for own crime. For example, household work in a retirement home.

It should be understood more broadly, the purpose of punishment should not be to cause suffering. Suffering causes anger or frustration, aggression or helplessness, often vindictive feelings, even greater separation, a person understands that the world is cruel and it makes no sense for him to behave differently.

SHORT-TERM SAFETY

A secure imprisonment institution is where EVERYONE - staff, inmates, and visitors - are and feel safe. **A secure imprisonment institution = an opportunity for staff to feel good and work well, and for inmates to change their inappropriate behavior towards a positive direction.**

THE MOST IMPORTANT ELEMENTS OF A SHORT-TERM SAFETY IN THE IMPRISONMENT INSTITUTION:

- neat premises;
- decent working conditions;
- an environment conducive to professional development;
- attractive workplace;
- motivated, professional staff;
- possibilities of resocialization of inmates;
- greater motivation of inmates to behave properly;
- opportunities for inmates to change their behavior.

QUESTIONS FOR DISCUSSION

Is it safe in the imprisonment institutions of Lithuania?

- *What do the daily event summaries show us?*
- *How often do cases of self-harm occur in the imprisonment institutions of Lithuania?*
- *How often are special measures used in institutions?*

An imprisonment institution is often itself an environment that encourages aggressive behavior. Many inmates express their dominance through aggression and violence. Often they do not know how to solve problems and conflicts in a different way. This becomes an example for other inmates and those around them try to copy them.

Often, tension, conflicts, the desire to establish oneself, hostility towards staff, and daily “struggle” pose threats to inmates and officers.

The environment becomes brutal, unpleasant for work (unless we have an internal need to exhibit violence against others and feel pleasure in using force), there is a risk of professional burnout syndrome, inmates do not participate in programs or work, commit disciplinary violations. Such a work environment requires a lot of patience from employees, and often emotional resources as well.

Safety inside the institution is also unimaginable without respectful, positive communication, constant sharing of information important for safety, proactive actions of employees, i.e. the dynamic security.

Creating short-term safety (i.e. safety inside the institution) also lays the foundation for long-term safety - the successful integration of inmates into society, the reduction of criminal behavior.

In other words, a secure imprisonment institution creates long-term public safety, and the efforts of the institution's staff in working with incarcerated individuals actually pay off. Therefore, the application of the dynamic security method is a meaningful and valuable part of the activities of the correctional service.

LONG-TERM SAFETY

The correctional service must ensure not only short-term safety in institutions, but also create extremely important **long-term safety**. Whether the person who served the sentence returns to society angry, aggressive, and commits crimes again, or vice versa, depends on the totality of the conditions of how the sentence was served.

Long-term safety is related to how the environment of the imprisonment institution and the provision of safety in it will affect the inmate in the long term, i.e. what kind of person the inmate will become during the serving of his sentence and after release from the imprisonment institution.

Thus, long-term safety is related to a specific investment in future safety - whether a person will commit a crime after returning to society, or whether he will acquire the missing skills that will be useful for him in adapting to life outside prison.

QUESTIONS FOR DISCUSSION

- *-What kind of neighbor would you like to live next to you or your relatives (e.g. parents)?*
- *- Do you think there is a chance that a person who was released from imprisonment institution will ever become your neighbor?*
- *-What qualities should he have so that you feel secure as his neighbor?*



THE IMPACT OF SAFETY ASSURANCE AND METHODS ON ACHIEVING THE PURPOSES OF THE IMPRISONMENT SENTENCE

The use of force in various senses, not just physical, teaches the inmate that the strong rule, that only force allows you to achieve your goals, that aggression and show of force will help to survive.

It is worth reflecting on what result we are aiming for when working in imprisonment institutions. It is really easy to give in to the desire to assist and punish the wrongdoer. Sometimes officers ask why they should communicate with the inmate politely and positively if he has behaved extremely cruelly. The method of dynamic security is related to ethics, professionalism and is not compatible with the display of excessive power, aiming to further punish the inmate.

It is important to realize that imprisonment sentence is a severe consequence of a crime, and the serving of an imprisonment sentence is – the duty to of the staff to maintain order.

DYNAMIC SECURITY - CONTROL, MAINTENANCE OF ORDER AND ASSURANCE OF SAFETY WITH A SMILE.

The dynamic security method helps to achieve the goals of resocialization, because officers set an example by their behavior, teach inmates to communicate properly, control themselves, solve difficult situations without conflicts, etc.

EXAMPLES FROM EXPERIENCE OF INMATES (NAMES AND LAST NAMES ARE KNOWN TO AUTHORS)

- *I experienced psychological stress, psychological violence was used, sexual harassment, physical contact against my will, and emotional violence was used... There were various kinds of exploitation... After having enough, I decided to leave because this kind of abuse made me think about suicide... I have informed of that several times, but the verbal response was "get over it"... Fear, unsafety... Fearing for my safety, I had to refuse to be with any other inmates.*
- *I was punished with penalties for refusing to live in the places assigned to me... I was attacked by another inmate, called all kinds of words... I was constantly extorted by others...*
- *I haven't gone outside for a walk in over a month because... Others are allowed to attack, threaten, and hunt those, who have problems... Or those who file complaints against the management...*
- *I am safe at the moment, but there is no way to have less strict conditions. Response that I get is: "You are locked in here, go to the less strict conditions and survive in there..." And I can only be with assured supervision... For a long time I did not believe that they would help me, but when they locked me in a place where I was almost killed and raped, after the incident they found out as a confidential matter... Eventually, they began to look where and with whom I should be put... But this information about my orientation became an object of ridicule from other "employees"...*
- *When I arrived, as a newbie, I informed him that I had problems, that I am in danger due to my orientation, but... I was assigned with others, they bullied me again, I didn't want commit violation - I suffered... There were threats to kill, rape... The specialist knew my situation but said "what can I do... It shouldn't be this way, but it is... I was afraid to go to the toilet, I was forbidden to go to the kitchen... The psychologist said to just adapt... The management replied that they could not help until there was clearly visible physical abuse or a recordable incident against me... Everything else was deemed as my exaggeration...*

PRACTICAL SITUATION

Think about what kind of insecure, hostile imprisonment institution an inmate is released from. How does he feel after spending some time in such an institution?

- *angry;*
- *disappointed;*
- *vengeful;*
- *broken;*
- *crippled;*
- ...

And now consider what kind of inmate will be released from a secure imprisonment institution, where they communicate respectfully, manage to avoid conflicts, violence, and insults? What kind of person will be released from such an institution?

- *calmer;*
- *having more social skills;*
- *having faith in the legal system;*
- *motivated to follow the rules;*
- *feeling like a respectable member of society;*
- *knowing how to communicate positively;*

PRACTICAL SITUATION (real)

During the interview with the inmate, the specialist of the Resocialization unit learns that in the section where the inmates are housed, there are several inmates who physically assault weaker ones and threaten them if they are not obeyed. The inmate says he does not want to live in his section anymore because he is afraid of violence and retaliation.

- *How does this situation affect safety at the institution?*
- *How does this behavior of inmates affect other inmates?*
- *What effect does this situation have or can have on the employees of the institution?*



In the long term, employees are also important, how will they be affected by years of work experience.

A TOPIC FOR REFLECTION

How are long-term colleagues affected by the imprisonment institution environment?

Insensitivity to violence... "blunted" emotions in the case of a suicide of an inmate... cynical laughter... problems "brought home" ... anger... depression... use of "slang" even with friends and family...

- Give examples of how long-term work in an imprisonment institution affected a colleague you know? (anonymously)



In conclusion, the work of the imprisonment institution should be organized in such a way that the people working here, as well as the inmates, feel as safe as possible on a daily basis. Undoubtedly, the safety of an imprisonment institution is also improved by suitable conditions of an imprisonment institution, properly equipped workplaces of the staff, and a sufficient number of employees.

PRACTICAL TASK

Tell your colleague, friend, family members - "I do a really, really difficult job, not everyone can go to imprisonment institution every day and meet people who have committed crimes, who have caused harm, who have caused pain. This job requires a lot of determination, patience, knowledge, and skills - I have to be a true professional. I am trying very hard, because I know and believe that I am performing a particularly important task entrusted to me by society - I am ensuring the safety of all of you and I am making efforts so that the inmate leaves the correctional institution a better person. The work I do and my profession are really very important, it motivates me to continue..."

- *How do you feel when you say these words?*
- *How does the person to whom you address these words react?*
- *How often do you talk about your work like that? What prevents you from speaking like this more often?*

Create your own text about your profession that would motivate you.

**NECESSARY
CONDITIONS FOR THE
APPLICATION OF
DYNAMIC SECURITY**

THE ROLE OF MANAGERS IN THE APPLICATION OF THE DYNAMIC SECURITY METHOD

In order to apply a dynamic security approach, changes are indeed necessary, which must be understood and supported by all. However, first of all, the values, attitude, behavior, competences and management style practiced by managers depend on whether the institution will have favorable conditions for effective application of dynamic security.

31.11. A positive safety culture is created in the detention facility, which helps to achieve better results. This means that the leadership style must help the staff adopt a dynamic security approach. The heads of the place of deprivation of liberty, higher-ranking and top-ranking officials behave respectfully, promote constructive relationships among the staff, organize activities based on the principle of teamwork and make efforts to make the staff feel safe.

Developing dynamic safety as a concept and work method requires established provisions and tasks that allow personnel to feel the support of managers in carrying out their mandate. This allows for regular discussions where information is shared about detainees, inmates and risk assessments every day.

The management staff of the imprisonment institution is responsible for creating the conditions necessary for staff to communicate safely and respectfully with each detainee, inmate, and to adapt knowledge and technology to situations that may arise in daily work¹⁵.

¹⁵ Order No. V-404 of the Director of the Department of Prisons under the Ministry of Justice of the Republic of Lithuania “On the amendment of Order No. V-564 of the Director of the Department of Prisons under the Ministry of Justice of the Republic of Lithuania “On the approval of the concept of the development of dynamic security in the penitentiary system” of 30 December 2014” of 27 December 2021. Available online: <http://www.kaldep.lt/lt/kalejimu-departamentas/teisine-informacija/teises-aktai/kiti-teises-aktai.html>.

CHANGES IN THE PENAL SYSTEM

WHY?

- Reduce recidivism
- Ensure greater safety in institutions and release a “better neighbor”
- Create a modern organization

HOW?

- | | |
|--|---|
| <ul style="list-style-type: none"> • Political decision - the fundamental need for changes • Strategic changes on a national scale • Involvement of employees in processes • Building a changes’ team • Motivation • Open communication • Funding | <ul style="list-style-type: none"> • Change in management style - respect, trust • An example of managers’ personal involvement in changes • Cooperation • Explaining to employees why work needs to be done differently • Noticing of small changes and reinforcement • Adaptation of training programs to the set goals |
|--|---|

WHAT CHANGE?

<i>CULTURE OF FEAR</i>
<i>STRICT HIERARCHY</i>
<i>STIGMA OF BEING CONVICTED</i>
<i>SUPERVISOR, GUARD</i>
<i>INSTRUCTIONS, ORDERS TO THE INMATE</i>
<i>PRISON - TO LOCK UP, TO PUNISH</i>
<i>DOMESTIC BEHAVIOR OF OFFICERS</i>
<i>PUNISHING</i>

<i>RESPECT, TRUST</i>
<i>TEAMWORK</i>
<i>A PERSON WHO NEEDS HELP</i>
<i>CONTACT OFFICER</i>
<i>COMMUNICATION</i>
<i>REHABILITATE</i>
<i>PROFESSIONALISM</i>
<i>EXPLANATION, GIVING A SECOND CHANCE</i>

CHANGE IN EMPLOYEE RELATIONS:

- **Trust, cooperation, openness, information, joint search and adoption of solutions**
- **Error analysis, understanding the reasons - the goal is not to punish**
- **Reducing redundant controls**

CHANGING TEACHING METHODS:

- **From lectures, teaching information, move to discussions, reflection in groups**

ENSURING SAFETY – A BALANCED SYSTEM:

- **Static security**
- **Organizational security**
- **Dynamic security**

The general understanding of dynamic security as a working method must replace the old methods

Insights of Managers – during Leadership training; March 2022; the Kingdom of Norway

PRACTICAL TASK

You are talking to convict X in office. X tells you about the fact that in the cell the other three inmates somehow communicated with each other. X speaks somewhat vaguely, abstractly, trying to say something. You pay attention, you understand how other inmates behave in the cell. X mentions that sometimes they seem to tell him to do all kinds of things... Your boss calls you on the phone, tells you to “come to me”, you say that you are now talking to a convict. The boss says in a raised, commanding tone “I won’t repeat it again, if I say come here, that means quickly, what kind of nonsense did you write in the answer to that..”

- *What would you think after such a call?*
- *How would you act? What are the possible consequences of your chosen behavior for you, X, the boss?*
- *How would such a situation affect your conversation with X?*
- *How can the situation be assessed from a safety point of view?*

MANAGEMENT STYLE

The role of the manager in the application of the dynamic security method is essential. If the employee does not feel safe, feels undervalued, is not supported by the manager, it will be difficult for him to maintain a positive professional relationship with the convict. Will tend to apply the power method, will have difficulty respecting colleagues. The microclimate will not be conducive to teamwork.

MANAGER - CHIEF - LEADER



GOAL OF THE PENAL SYSTEM MANAGER: *seek to the physical and psychological safety of inmates, employees and visitors would be ensured, the prestige of the correctional service would be raised, and a positive organizational culture would be created.*

As a leader, I believe it is important to:

- *Knowing that there is a common goal*
- *Systematic communication when discussing tasks*
- *Mutual understanding, responsibility towards each other*
- *Mutual support in an emergency*
- *Honesty*
- *Communication*
- *Trust is the certainty of another that he will do what he promised*
- *Finding a common solution*
- *Being open about what's going on, about expectations*
- *Employee autonomy*
- *Discussing failures individually*

As a manager, I:

- *don't pretend to be better*
- *don't show authority, power*
- *don't deny the truth, I admit that I was wrong*
- *am less formal*
- *am looking not for a relationship "You" but "you"*
- *am open to criticism*
- *appreciate the initiatives and I am proud of my colleagues*
- *create conditions for the employee to choose the pace and methods for the performance of the task himself - I don't require a daily report*

Insights of Managers – during Leadership training; March 2022; the Kingdom of Norway

As we can see, managers name important goals that can contribute to the application of the dynamic security method, strengthen the motivation of officers to work with this method, so managers must create a positive culture and follow the principles of dynamic security.

PRACTICAL TASK (real)

Meeting. The management explains that you are working poorly in your department (shift). They say that the inmates complain about your behavior. They say that you did not properly search the convict when you took him out of the cell, he notices that you are drinking coffee and hanging out in the smoking room. The superiors do not ask for your opinion, but say that they will take measures, raise a rhetorical question: "Maybe someone wants an extraordinary assessment?" He adds that those who don't like it can look for something better... After the meeting, you go to work in the regime corps.

- *What is the mood after such a meeting?*
- *What do you talk about with your colleagues?*
- *What is the effect of the meeting on your communication with the inmates?*
- *How does this behavior of the manager affect safety in the institution?*

Immediately after the meeting, the inmate expresses dissatisfaction as to why it was not possible to have you over for a long time.

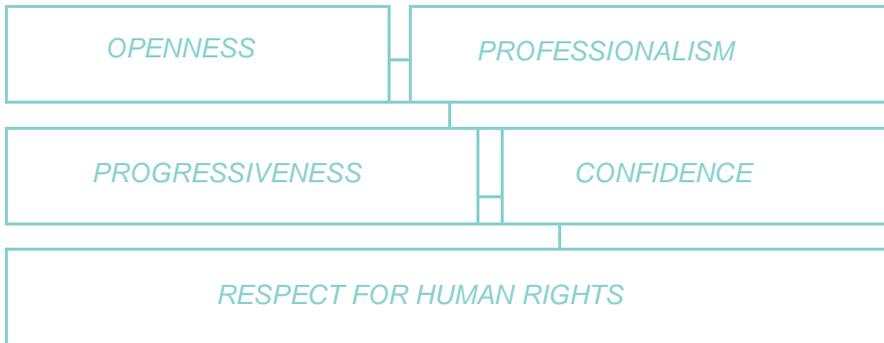
- *How do you answer to the inmate? What would you say if the meeting had not taken place?*

Thus, the manager's chosen management style starts a chain reaction: the manager's tone and communication style affect the employees, and the employee's well-being, and mood at work affect the inmates or detainees. This "chain reaction" can have both negative and positive notes. ***The respectful and professional communication of the manager will motivate the employees, it will also positively affect the employees' ability to create respectful relationships with the inmates.***

VALUES THAT YOU PRACTICE

Integral to the successful application of dynamic security are the values fostered within the correctional service that support the dynamic security approach. Values should not just be written down - *values should be lived and practiced every day, the manager should always confirm them in his behavior and encourage employees to follow them not only when working with inmates, but also when working in a team with colleagues. When making decisions, everyone must evaluate them through the prism of values.*

THE FOLLOWING VALUES ARE INCORPORATED IN THE GUIDELINES FOR THE PENAL SYSTEM FOR 2022-2030:



Trust is one of the important values without which the application of the dynamic security method would not be possible.

TRUST (AS MANAGERS UNDERSTAND IT)

What it is, as I understand it, is trust:

- *To trust - to be open, to hear and accept the opinion of others, to keep promises*
- *Victory in mutual relations
- a team is formed, cooperation is strengthened, the desired result is easier to achieve*
- *Believing that the other person will behave as I expect them to - so I need to know the person very well.*
- *Ability to work creatively*

To me, confidence is:

- *Safety*
- *Peace of mind*
- *Openness*
- *Respectful communication*
- *Willingness to try hard, not to disappoint, to keep my word*
- *Independence*
- *Absence of stress*
- *Minimal control*
- *Having no preconceived notions*
- *Reciprocal relationship, feedback*
- *Process, improvement through getting to know each other*
- *Strong motivation*

A condition for trust to grow:

- Tolerance
- Respect
- Confidentiality
- Sincerity, good-nature
- Selflessness



Building trust in practice is the manager's task:

- Creating a positive, friendly microclimate
- Admitting mistakes
- Not showing power
- Delegating tasks and giving freedom to carry them out
- Building personal relationships, wanting to get to know others
- Frequent praise, evaluation of results
- Focusing on employees, showing how important they are
- Creating equal career opportunities
- Agreement on common goals and tasks
- Informal, daily communication with employees
- Listening, support and help
- A common search for solutions in difficult situations
- Encouraging constructive criticism
- Making comments without being condescending
- Model the desired behavior

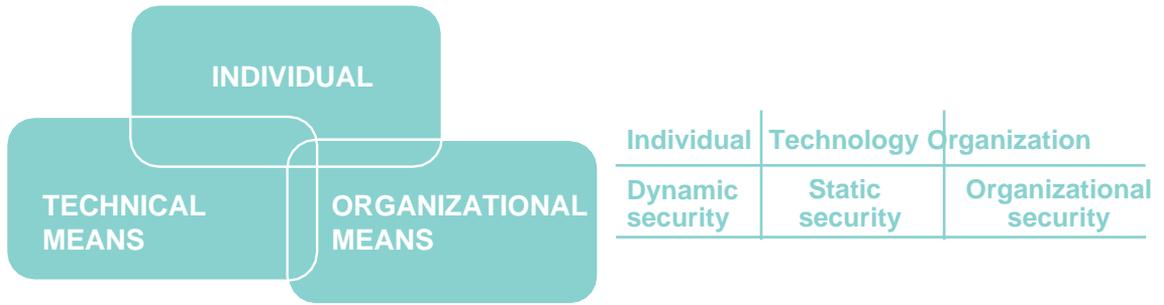
ers – during Leadership training; March 2022; the Kingdom of Norway

Therefore, it is important not only to declare true values, but also to consistently adhere to them in daily work. Building a relationship based on trust with subordinates requires great efforts of the manager, but it also improves the microclimate in the team and creates favorable conditions for productive work.

IMPORTANCE OF THE HUMAN FACTOR

The concept of “human factor” can be described as follows: it is the possibility that a person will make an illogical, unprofitable, or simply wrong decision in a certain situation. Many systems operate with human input, which means that there is a possibility of breaking the algorithm of actions, where the decisive choice is made by a person, not a machine. The most striking example of the “human factor” can be considered the accident at the Chernobyl NPP in 1986, when due to the decisions made by people, the NPP equipment malfunctioned.

THE INTERACTION BETWEEN ALL OF THESE ELEMENTS DETERMINES THE OUTCOME



Regarding the “human factor”, it is also important to appreciate that it is not necessarily related to individuals, but can also be related to the ability of people to cooperate with each other, just like the interaction of people with technical devices and organizational procedures. There are no such systems in which mistakes do not occur, so when it comes to dynamic security, the person as part of the security system is extremely important. The systems themselves can have all kinds of flaws (for example, a surveillance camera has a limited field of view), and the people working in such systems can also make mistakes. In addition, unforeseen things can always happen. Mistakes in this context must not be understood as immoral or intentional (except for deliberate actions, when the person performs them, he realizes their damage to the organization and its safety).

Given the fact that security breaches are less likely to occur due to intentional actions, it can be mentioned *that the more frequent causes of errors are stress, unclear perception of the situation or lack of information, lack of knowledge and skills, or simply the result of improper communication.* Of course, there are also cases when an error occurs because an employee decides not to follow the prescribed procedures by choosing, in his opinion, a faster, easier way of solving a problem or reacting to a certain situation.

Therefore, when talking about dynamic security and the influence of the human factor on it, we have to admit that *people make mistakes.* It is important to note that each of us contributes to a safe imprisonment institution environment, but we also all make mistakes. This is inevitable, especially when working in an imprisonment institution that is full of daily challenges.

QUESTION FOR DISCUSSION

Consider that it is likely that something incredible could happen in a penitentiary.

Remember if...

- *you have carefully considered all the possibilities;*
- *you've done your job a thousand times, maybe more;*
- *your daily tasks have become completely natural and normal to you;*
- *you know what you are doing because you have been taught it for a long time;*
- *nothing unexpected should happen, right?*

Think again...

That will never happen to me...?



Source: KRUS

It is important to realize that any action (i.e. any intervention) or inaction by us as imprisonment institution staff must have a clear purpose. **However, with many options, as mentioned earlier, we do not always, and especially in critical situations, make the right choice. What are the most common causes of human error? The diagram below reveals this in more detail.**

RISK MANAGEMENT.

GATHERING OF INFORMATION AND DAILY RISK ASSESSMENT



*Determinants of human errors
Source: prepared by the authors*

The diagram above shows that there is always the possibility of error. However, when it comes to the dynamic security model, it is important to mention that it is not so important here whether you make a mistake or not. It's what happens after that that matters. **Every risky situation must be analyzed in detail and what led to the error or failure must be determined.** After a detailed analysis of the mistake made, it is possible to adopt procedural (organizational) changes or take other safety measures, ensuring that the mistake does not happen again. Therefore, the most important thing is to be able to:

- *recognize errors;*
- *correct errors;*
- *constructively discuss mistakes with colleagues so that they do not happen again in the future.*

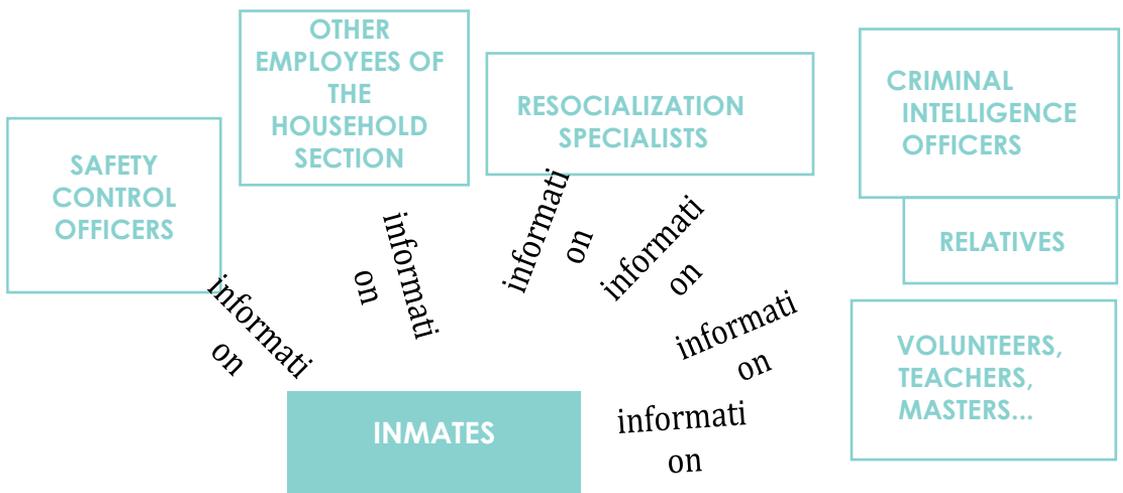
All this just reminds us that “knowledge is the key that can unlock many doors”. Therefore, in order to avoid mistakes, continuous learning at your place of work - in an imprisonment institution - is also very important. How is it going? What are its essential components?



By constantly being close to the inmates and gaining their trust, the staff is able to learn more important information than just by observing the inmates from a distance (e.g. from the observation post). Therefore, by applying the dynamic security method, the employees of the imprisonment institution constantly spend time near the inmates: they accompany them to a specialist, a doctor, to various occupation activities or events. However, it is not only important to accompany, but also to try to make contact with

inmates, maintaining a conversation on everyday topics, participating in events, sports competitions or positive occupation activities together. Being close to inmates, imprisonment institution staff can more easily notice their relationships, changes in the inmates’ moods and behavior, and suspicious behavior.

All information collected during daily work about what is happening in the imprisonment institution must be periodically discussed with colleagues from other departments. Analyzing the prevailing practice in imprisonment institutions of Lithuania, it is noticed that the employees of Safety control, Resocialization, and Criminal intelligence seem to “work in boxes”, i.e. each department tries to fulfill the tasks assigned to it, they rarely agree with each other about the common direction of work.



*Information gathering process in the imprisonment institution of Lithuania
Source: created by authors*

When each department has certain information about the convict, but does not share this information with colleagues from other departments, it is not uncommon to work in different directions, some employees take on the role of “bad cop” and some - “good cop”. Some of the information remains known only to the Security Control Department, some - only to the specialists of the Resocialization Unit, some - to Criminal Intelligence officers, but all the relevant information is never combined into a whole, which is important for all employees to know. As a result of such established practices, disagreements between employees of different departments may arise, and it may also be difficult to understand the decisions made by colleagues in other departments.

QUESTIONS FOR DISCUSSION

- *What kind of information do you think specialists in different fields collect and usually have?*
- *Which specialists' knowledge about the convict is the most important to ensure safety?*
- *What information would be relevant for you to know from a colleague in another department, from teachers, family members of the inmate?*
- *What would encourage sharing available information with colleagues?*
- *What would be the benefit of such an exchange?*
- *What information is important to avoid dangerous situations?*

PRACTICAL TASK

Create an information exchange scheme, an algorithm that could work in your workplace.

This problem can be solved by working in interdisciplinary teams in small sectors and by organizing daily short and focused meetings of staff from all departments, during which the most important information, the last day's events and important insights about the behavior of the inmates and the risks in the institution are shared. According to the practice of imprisonment institutions in the Kingdom of Norway, such meetings are usually organized before the start of a new working day, with the participation of representatives of all departments of the institution. The following Safe Work Analysis (English) is completed during the meetings. Safe job analysis - SJA) form, which helps to discuss the situation in the institution and emerging risks in a structured manner.

SAFE JOB ANALYSIS (SJA)

DAILY RISK ANALYSIS BEFORE STARTING FOR WORK

What tasks need to be tackled today?

Awakening - Food distribution - Locking – Ventilation – Work - Control - Dating - Urine samples - Notification of decisions - Escort to medical personnel, workplace, school - Other removals of the inmate Forced relocations - Convoy

Which inmates do I want to meet today?

Problematic inmates - intoxicated inmates - activities - newly arrived inmates - difficult inmates who are not interested in anything, they need to be motivated - convicted foreigners

What information was provided by the colleagues/passed by the officers at the end of the shift?

What forces, what resources, resources do we have today?

Is the risk acceptable today or are additional, new risks mitigation measures needed?

Plan activities together with colleagues (team) and team leader (coordinator)

ASSESSED RISK: green (low) yellow (medium) red (high)

Summary. How was your working day?

ESTIMATED RESULT: green (low) yellow (medium) red (high)

Safe Job Analysis Form Source: Information from the University College of the Correctional Service of Norway (KRUS).

The provided example of the form should not necessarily be directly applicable to the activities of Lithuanian imprisonment institutions, but this example can be used when organizing periodic short meetings of the institution's employees.

PRINCIPLE OF NORMALCY

The ideas of dynamic security are closely related to the humane approach to people serving sentences in imprisonment institutions and the principle of normality, which can be described by three main statements:

- Deprivation of freedom does not mean loss of human dignity. This means that when a person is deprived of their liberty, they retain all their fundamental rights (such as the rights to family life, education, medical services, etc.).
- The sentence must be proportionate, and the security regime applied to a person in an imprisonment institution must correspond to the dangerousness of this person. Thus, low-risk individuals should not be held under ultra-high security conditions.
- Life in an imprisonment institution must be as close to life outside its walls as possible.

Normalization: the essence of this principle is that it is necessary to strive to create an environment in which the imprisonment institution sentence is served, which helps the convict better adapt to the place of serving the sentence and, as far as possible, meets the conditions of a normal life in freedom¹⁶.

The implementation of the principle of normality essentially means that the imprisonment institution must be social - therapeutic.

Life in an imprisonment institution should come as close as possible to the positive aspects of life in the society. It is necessary to take active steps so that the conditions in the imprisonment institution are as close as possible to normal life, but so that this normalization does not lead to unwanted community processes inside the institution¹⁷.

¹⁶Paragraph 7 of Article 4 of the Penal Code of the Republic of Lithuania. Principles of the sentence serving

¹⁷(Comments of EPR § 5: 1380 meeting of European Committee on Crime Problems (CDPC) of 2020

Prison is a pathogenic environment

- A repressive and bureaucratic regime with strict discipline and constant surveillance provokes violent subcultures. It deprives inmates of social ties, resources, privacy, incentives, choices, and autonomy.
- This is the complete opposite of what the World Health Organization considers promoting health. This is particularly detrimental to psychological well-being and further accentuates existing psychosocial and mental disorders or deviations of persons living in such a pathogenic environment¹⁸.

Inmates are often vulnerable due to their physical and mental health, condition, and social experience.

- A significant number of people in imprisonment institutions are persons belonging to risk groups, who have a family history, traumatic experiences, long-term history of drug use, addictions, conflictual relations with authorities, rejection from society and have experienced other social disasters.

The needs of these inmates are usually not purely medical. What they need is social-therapeutic imprisonment institutions, similar to rehabilitative environments as in the free, to be properly supervised¹⁹.

PRISON CULTURE, ENVIRONMENT, BEHAVIOR MUST CHANGE FUNDAMENTALLY:



¹⁸ Council of Europe guidelines (...) on healthcare in prison

¹⁹ (Council of Europe Guide on prison healthcare and medical ethics)

QUESTIONS FOR DISCUSSION

Two pictures illustrating the daily work of a correctional officer are presented.

- *Which of the officers in the picture do you think the convict will be more likely to turn to for help?*
- *Which of the officers depicted in the pictures knows the inmate in the institution better and notices the problems they face?*

BENEFITS OF PRISON'S SOCIAL THERAPY

BENEFITS FOR INMATES:

- Improves emotional and physical well-being of inmates, problem-solving skills, confidence and social skills.
- Improves their ability to make good use of their time in imprisonment institution and realistically plan for the future, i.e. social inclusion and better prospects for rehabilitation.
- Helps overcome pre-existing mental disorders or the likelihood of developing physical or mental disorders.

BENEFITS FOR STAFF:

- Strengthens morale and increases job satisfaction, reduces tension and stress, improves mental and physical health.
- Makes everyday work easier.
- Helps employees feel safer in their workplace.

BENEFITS FOR THE PENAL SYSTEM AND INSTITUTIONS:

- Improves safety by improving staff-inmate relationships. A safer environment, with reduced tension, fewer conflicts, attacks and incidents.
- Facilitates the recruitment and retention of employees and reduces the risk of them becoming overworked or ill.
- Further increases efficiency and economy.

BENEFITS TO THE STATE:

- The probability that those released into society will be successfully rehabilitated will increase and thus public safety will be increased²⁰.

²⁰(Council of Europe guidelines on (...) healthcare in prison)

SAFETY CULTURE IN IMPRISONMENT INSTITUTIONS

The correctional service not only has its own mission, vision, and values that guide the employees, but must create and maintain a **culture of safety**. The safety culture in the institution is the attitude, beliefs, perception and values that the employees adhere to for safety at work. Safety culture is part of organizational culture – the way we all behave. Creating a safe environment is how individuals and groups (staff and inmates, staff among themselves, inmates among themselves, co-workers, managers with subordinates and among themselves) interact and communicate with each other at different levels of risk.

Strengthening safety in an institution requires evaluating, reviewing these interactions, and changing those that pose a safety threat. It is very important to look at the safety culture prevailing in the institution from the outside and constantly try to improve it.

QUESTIONS FOR DISCUSSION

Think about whether safety in a detention center depends on your behavior or everyone else's behavior by answering the following questions:

- *How do we communicate with each other?*
- *Do I always share safety-related information with other colleagues?*
- *Is my communication based on mutual trust?*
- *Do I and my colleagues share a common point of view on the importance of safety?*
- *Do I believe in and use proactive measures (e.g. try to prevent conflict between inmates, offer help to a person when he seems depressed and sad)?*
- *Do I believe in proactive (actively positive response to..) the usefulness of the tools?*
- *How do I react when I feel tension, how do I treat the convict?*

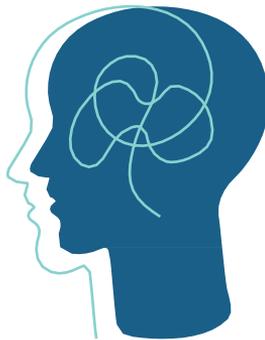
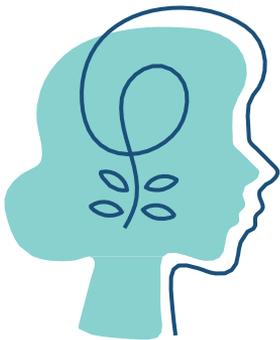
It is important to remember that **safety in an imprisonment institution depends on the behavior of all of us (both staff and managers):**

- how we communicate with each other;
- how much we share with our colleagues information that can affect safety in the institution (for example, a conflict is brewing between inmates in one of the cells, my shift ends and I rush home);
- do colleagues in the institution trust each other;
- whether all employees of the institution also see the importance of safety;
- do we believe that when working in an imprisonment institution, you need to be proactive - actively take preventive actions, offer your help before an incident occurs.

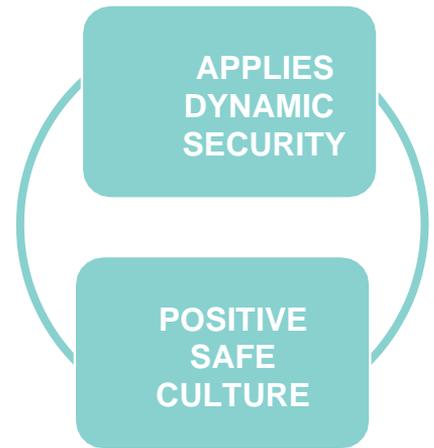
Signs of a positive safe culture in an institution: Communication

- **responsibility - proactivity.** How can you assess the signs of a safe culture in the imprisonment institution where you work?

- Under no circumstances does it set a precedent for unsafe behavior.
- Everyone, from junior specialists to the manager, is responsible for safety in the institution.
- The safety system is created based on the practices of those working directly in the institution, and not on the practices of “devolved authorities”.
- Open communication, sharing of insights between departments, managers and practitioners.
- Communication is mutual, respectful, open and encouraging.
- Incidents, safety problems, unsafe acts are not taken negatively, they are not condemned, after an incident, there is no rush to find the guilty and punish them, but the aim is to learn from the situation.



Dynamic security will be effective only when a safety culture is created and maintained in the institution. The dynamic security method will help strengthen the safety culture.



In order to introduce this kind of culture in an imprisonment institution, it is necessary to communicate and share knowledge on a daily basis. It helps build relationships based on trust and caring. It also distributes responsibility for safety to each employee, because **safety is everyone's responsibility**.

Everyone's proactive behavior is an effort to take preventive action after noticing the slightest risk before any incident occurs. The behavior of employees can be called proactive when, once a potential risk is identified, the employees who work directly with incarcerated persons are the first to learn about it, and this allows risk management before accidents occur.

A safe environment in an imprisonment institution exists when a clear set of working methods is applied consistently. One of the methods of creating a safe environment in the institution is **dynamic security**. Its advantage is emphasized in international recommendations and legal acts. According to the European Prison Regulations, dynamic security is proactive and of a higher quality than that which relies entirely on static security (i.e. locks, fences, video cameras, safety turrets, etc.), with officers acting as guards or supervisors.

Thus, the role of the officer in the imprisonment institution has changed to a contact one, sufficient number of personnel and proactive behavior at work are the guarantor of the creation of a safer imprisonment institution.

²¹ Council of Europe. European Prison Rules. 2006. The publication is available online at < <https://rm.coe.int/european-prison-rules-978-92-871-5982-3/16806ab9ae>>.

POSITIVE CULTURE OF AN IMPRISONMENT INSTITUTION

The atmosphere in the imprisonment institution and the culture of the imprisonment institution itself as an organization are very important for the effective application of the dynamic security method. Organizational culture is the values, expectations, and common day-to-day practices shared by all employees of an organization (including management).

Several aspects are important for creating a positive culture in an imprisonment institution:

- Respectful communication between employees.
- Trust in your employees and colleagues (every employee in the imprisonment institution and the work he does is important, there are no more or less important departments of the institution).
- Constantly sharing information about important events, risks or changes in the imprisonment institution;
- All employees have common goals and values - safety in the institution, resocialization of inmates, respectful communication with each other.
- The institution prioritizes incident prevention.

When a positive culture is established in the institution, employees feel valued, motivated to perform their duties, and trust their management and colleagues. When a positive work culture prevails, daily tasks are performed better and more efficiently, employees constantly strive to improve and are happy to do their work and be part of the penitentiary system.

When analyzing the prevailing culture in an imprisonment institution, it is important to answer the following questions: What are our common goals when working in an imprisonment institution? What is the attitude of the people working here towards inmates? What work methods are acceptable in the imprisonment institution where I work? What is the relationship between management and employees? How are the relations between colleagues working in the institution?

PRACTICAL SITUATION

Inmates V. and K. turned to a specialist to request colored paper to make Christmas decorations. The specialist of the resocialization unit, who is responsible for the group of inmates, answered that he did not solve these questions and advised the inmates to contact a specialist in dynamic care. The dynamic maintenance specialist asked when the decorations were planned to be produced, and when she heard the date, she replied:

"I'll be on holiday that day, I can't help."

- *How would you describe the work culture in this imprisonment institution?*
- *How can it affect the motivation of inmates to engage in positive activities?*
- *How does the prevailing culture affect the relationship between officers and inmates?*

PATHOLOGICAL CULTURE



COMMON CULTURE

BUREAUCRATIC CULTURE

LEGAL REGULATION IS THE WAY OUT

Employees must faithfully and honestly perform the duties assigned by the legal instruments applied by the state.

The Prison Service has an obligation to explain to its staff the ethical requirements related to their work so that reasonable ethical assumptions can be made at every level of the organisation.

The prison service should seek to prevent or, where appropriate, resolve ethical concerns that staff may have regarding their tasks, practices or instructions by establishing appropriate procedures and guidelines (Rec. R (97) 12 European guidelines on national ethical guidelines for prison staff (parts 1 and 2))

As already mentioned earlier, when working in an imprisonment institution, human errors are sometimes inevitable - inability to react to certain risks in time, not sharing of information, and making the wrong decision. The way the staff of the imprisonment institution reacts to the mistakes made also reflects the culture prevailing in the institution. Some managers tend to react harshly to mistakes made by subordinates, look for who is to blame for the incident and apply penalties to their employees. However, a much more effective way is to treat each incident as an opportunity to learn from your mistakes: start with a detailed analysis of the incident and plan preventive measures that will help prevent incidents in the future. When a “witch hunt” is avoided after an unpleasant incident, the manager’s support is felt, the employees of the imprisonment institution trust their management and are determined to improve and learn from the mistakes made.

FUNCTIONS	Pathological culture (Oriented towards the display of power)	Bureaucratic culture (Oriented towards strict rules)	Creative culture (Oriented towards the creative process)
Information gathering, distribution	Don't want to know	Often fails to hit the mark	Active search, attempts to find out
Informants	“Silenced”	Things that are learned are denied	Teaches to notice, rewards
Responsibility	Avoiding, evading, hidden	Distributed separately to units	Shared
Mistakes, failures	Punished, covered up	Decided on locally, according to the procedure established by the legislation	Analyzed and result in changes and reforms
New ideas	Actively rejected	Often perceived as a problem	Welcomed, encouraged
Cooperation	Unwanted, obstructed	Tolerated	Encouraged

Source: KRUS

QUESTIONS FOR DISCUSSION

- *Determine what kind of culture prevails in your organization.*
- *What would you like to change?*
- *How can this be done?*
- *What specific step can you take to change the internal culture of your institution?*

As for dynamic security, the most favorable environment for the application of this method is created in an institution where the Curian anticulture prevails. Employees working in such an institution feel valued and respected, an opportunity is created for continuous learning and improvement, and internal processes run much more smoothly.

PERSONNEL COMPETENCES AND THEIR IMPORTANCE FOR THE EFFECTIVENESS OF DYNAMIC SECURITY

In order to implement a dynamic security work method in an imprisonment institution, the people who work here, their preparation and abilities are an extremely important resource. Therefore, the selection of future employees of imprisonment institutions should be carried out carefully, and the selected candidates must be prepared for work in the imprisonment institution and the challenges that await them here. Before starting work in an imprisonment institution, every new employee should acquire knowledge about the characteristics of inmates, the specific difficulties and needs of each group of inmates. Employees must also be able to recognize manipulative behavior and respond appropriately to it, as well as set professional boundaries that must be strictly adhered to when communicating with inmates. It is no less important that imprisonment institution staff should be taught respectful communication, active questioning, and develop empathy skills.

QUESTIONS FOR DISCUSSION

You find out that a new colleague is starting work in your department next week, who has just successfully completed the introductory correctional officer training course or acquired the correctional officer profession.

- *What kind of knowledge do you think your new colleague will need the most when he comes to work in an imprisonment institution?*
- *What skills should your new colleague have in order to do his job well?*
- *What human qualities should this person possess to make a good correctional officer?*

PROFESSIONAL AND CONSTRUCTIVE RELATIONS BETWEEN EMPLOYEES AND INMATES

In order to establish a relationship with the inmates serving their sentence in the institution and to gain their trust, it is important, when communicating with the inmates, to see people first, and not the crimes they have committed. In order to build positive relationships with their clients, staff should spend as much time as possible with the inmates, rather than at the security post or in their office. Therefore, when organizing the work of the imprisonment institution, priority must be given to the direct work of the employees with the inmates, and not to the processing of documents. Thus, it becomes obvious that the application of the dynamic security method requires that imprisonment institution staff have excellent communication skills. It is no less important to respond consistently to the inappropriate behavior of inmates: everyone must be punished equally for the same type of misdemeanor, and each convict must be equally encouraged for appropriate behavior. Finally, even during an incident, the employee must remain calm and consistent and try not to get emotional. The daily work of correctional officers is work with people who lack social skills and have various difficulties, so it is extremely important not to accept the inmates' negative comments or disrespectful, inappropriate behavior personally, and not to escalate disagreements with the inmates.

Undoubtedly, in those cases where the employees of the imprisonment institution constantly communicate with the inmates, there is a risk that the employees will be manipulated. Feeling the benevolence of the staff, some of the inmates may ask for certain privileges or services. In order to avoid such situations, the training of future imprisonment institution staff is extremely important. Constant meetings with colleagues, exchange of information between departments also allow employees to fully see the inmates in the institution and the possible reasons for their behavior. Another extremely important means of preventing manifestations of corruption is adequate salaries and suitable daily working conditions for imprisonment institution employees. **Upon noticing inappropriate relations between their colleagues and inmates, imprisonment institution staff must be able to confidentially report their suspicions to the management - the head of the department or institution.**

SOCIAL SKILLS OF OFFICERS ARE IMPORTANT FOR THE APPLICATION OF EFFECTIVE DYNAMIC SECURITY

Communication and the ability to manage human relations. Observing and interpreting human behavior, understanding the reasons and choosing a response strategy, knowing the versatility of offenders, assessing their complexity.

REQUIRED COMPETENCES:

- clearly know and understand their professional role;
- be able to maintain a balance between ensuring safety and respecting and helping the inmate;
- be able to maintain professionalism and be honest at all times;
- know the processes of social modeling and set an example with your own behavior;
- to be able to know and understand different groups (including religious, ethnic, cultural, sexual.)
- ability to listen;
- to be able to respond sensitively, but without causing danger, to the needs of inmates;
- know and understand how behavior, communication and social skills affect the expectations of another person;
- be aware of barriers that could hinder communication;
- understand that verbal and non-verbal behavior is a two-way process;
- be able to minimize the impact of conflicts.

We need personal qualities that allow all inmates to be treated equally, humanely, and fairly (EPR Article 72 in the comments):

- patience;
- self-control;
- the desire to help a person;
- empathy;
- communication skills;
- tolerance.

THE UNITED NATIONS STANDARD MINIMUM RULES FOR THE TREATMENT OF PRISONERS DEFINES THE DIRECTION OF THE TRAINING:

Security and safety, including the concept of dynamic security, the use of force and restraint devices and the control of violent persons, with due consideration of preventive and tension-reducing methods such as negotiation and mediation;

Important national legislation and policies, as well as valid international and regional documents, the provisions of which must be as guidelines for the work of imprisonment institution staff and communication with prisoners;

The rights and obligations of imprisonment institution staff in the performance of their functions, including respect for the human dignity of all prisoners and the prohibition of certain conduct, in particular torture and other cruel, inhuman, or degrading treatment or punishment;

First aid, prisoners' psychosocial needs and relevant dynamics in the imprisonment institution environment, and social care and support, including early diagnosis of mental health conditions.

In situations where inmates and staff interact frequently (which is the case with effective dynamic security), the risk of inmates manipulating staff increases. Such risks can be reduced by properly training employees. Part 3 of Rule 74 of the United Nations Standard Minimum Rules for the Treatment of Prisoners establishes the importance of continuous training for prison staff:

“In order to maintain and improve the knowledge and professional skills of the staff, the administration of the imprisonment institutions must provide continuous on-the-job training courses after the employees start work and throughout their service.” This requires a very good staff training system focused on the development of the above-mentioned competencies and skills, preparing professionals for the imprisonment institution system. employees.

ONGOING DYNAMIC SECURITY TRAINING

Training and proper preparation of managers and employees is an integral part of the implementation of the dynamic security method. Equally important is the selection of managers and employees, and the attraction of motivated and competent specialists. After selecting the best candidates for the position, the first step is taken towards efficient work and creating a good microclimate.

When working in an imprisonment institution, it is extremely important to be open to new knowledge and to strive to constantly learn and improve your qualifications.

A NEW
APPROACH:



LEARNING IN PRISON



KNOWLEDGE SHARING



COMMUNICATION AND CREATIVE DIALOGUE



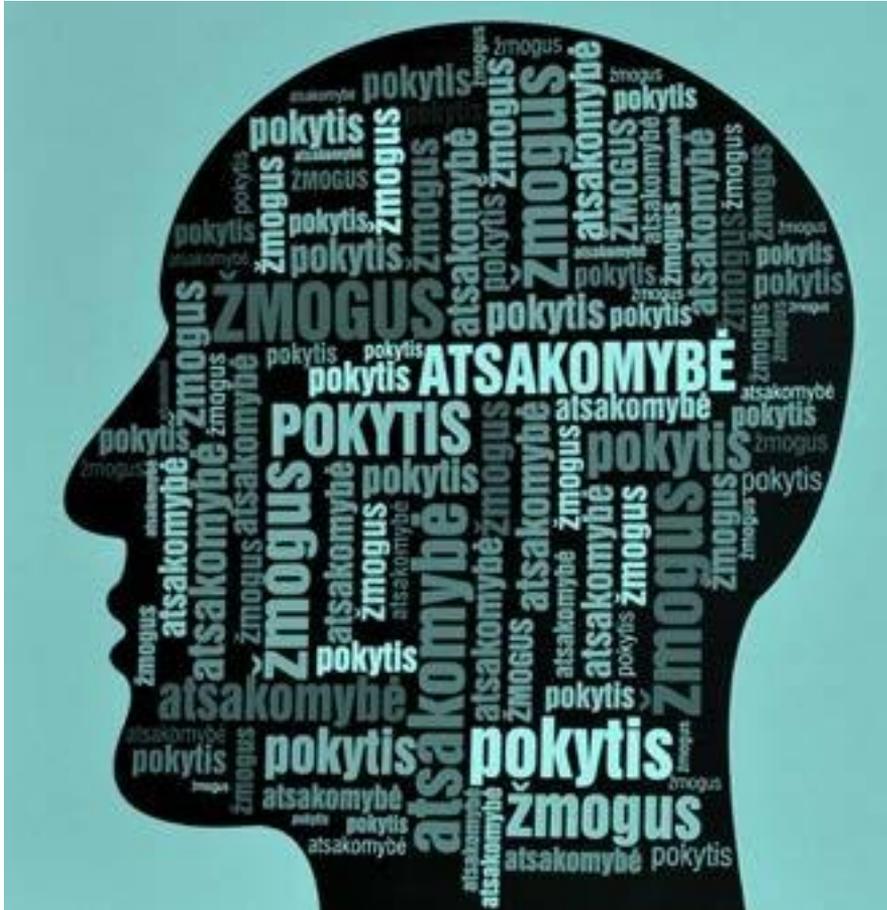
COLLECTIVE PRACTICE



REFLECTION ON WHAT HAPPENS, HAPPENED

Education in an imprisonment institution. Source: prepared by the authors

Training on the topic of dynamic security must begin with the presentation of the general concept of this method to the employees of the entire penitentiary system. Heads of imprisonment institutions, officers of the Security Control Department, specialists of the Resocialization Department, personnel of the Health Care Department, and Criminal Intelligence Officers must equally understand the concept of dynamic security, know about the advantages of this work method and the practice of application in foreign countries.



It is also important to emphasize that one does not become a specialist in dynamic security after participating in specific training on this topic. The implementation of this method takes place by constantly raising the qualifications of imprisonment institution staff and developing their most important skills:

- the ability to cooperate with other colleagues and departments;
- active listening skills;

the application of dynamic security in foreign imprisonment institutions (films, interviews with imprisonment institution staff, etc.), and problematic situations arising in the work of training participants can also be examined.

No less important are the consultations of imprisonment institution staff, case discussions and analysis of situations in groups on the topic of dynamic security. During them, specialists applying this work method can examine difficult situations that arise during work, share good practices of applying dynamic security, and hear useful advice from colleagues. Since dynamic security must become a common working method for the entire imprisonment institution, the application of this method must also be supported at the management level, for example by appointing people who oversee the application of dynamic security in the institution.

PRACTICAL TASK

- *What competences are most needed for the application of the dynamic security method?*
- *What are your strongest competencies?*
- *Plan the next training topics from these areas that you would like to attend.*



**ELEMENTS OF DYNAMIC SECURITY
IN OTHER
ACTIVITIES**

NATIONAL SAFETY PROGRAMS AND INITIATIVES IN LITHUANIA

Can you find possible parallels in the daily life of imprisonment institutions?

Various national initiatives and practices are implemented in Lithuania to ensure the safety of various members of society. A few more widely known ones are Safe Neighborhood and School Free of Bullies.

Safe Neighborhood is about you and your neighbors working together to help the police and other authorities and make your neighborhood safer. In Lithuania, the safe neighborhood model is based on cooperation between the police, self-government institutions and the community itself. Currently, each county, each participant of the program can interpret it the way they understand it. However, the main principles are maintained - it is the involvement of the community in public safety activities and close cooperation between the community, the police and self-government institutions.

Crime prevention measures have traditionally been seen as one of the duties of police officers, although the importance of community participation in such programs is increasingly being recognized. in criminal cases. The demand for the return of the death penalty is still often heard in society.

8 STEPS TO A SAFE NEIGHBORHOOD:

STEP 1 – get to know your neighbors and invite everyone to a meeting where you will invite the police officer posted to your area.

- 
- 2 STEP** – select a safe neighborhood group leader who will write a safe neighborhood application.
 - 3 STEP** – exchange phone numbers so you can easily find them if needed.
 - 4 STEP** – discuss together and draw up a plan of measures that you would like to implement with police officers or employees of other institutions in order to increase the safety of the house (yard).
 - 5 STEP** – encourage your neighbors not to be indifferent and contact the police if they see a crime or other violation of the law, make sure that the young people in your residential area have something to do.
 - 6 STEP** – clean up your neighborhood! Include everyone in this activity - children, teenagers, and elderly people. Graffiti, garbage, abandoned cars, dilapidated buildings tell potential criminals that you do not care about the safety of your living environment, you are creating conditions for the commission of crimes.
 - 7 STEP** – contact the municipality for help in solving problems. Consult with the police or insurance specialists about measures that will help increase the safety of the living environment and initiate their implementation.
 - 8 STEP** – coordinate with the neighbors, choose a place and hang a stand with relevant preventive information on ways to protect against crime.

Benefits of a secure neighborhood:

1. groups of people become communities;
2. neighbors start to say hello;
3. people feel calmer and safer;
4. crime is reduced - it's not the right environment for the crime;
5. after deepening and understanding each other's problems and needs, the community, the police, and the municipality help and work together instead of fighting over rights and responsibilities.

A SAFE NEIGHBORHOOD HELPS TO AVOID CRIME.

The secure neighborhood program helps police officers reduce theft, burglary, vandalism, and fraud and even reduces traffic violations. The positive effects of secure neighborhoods have been observed in commercial areas, schools, and churches. Crimes are rarely committed in just one place, but more often spread from one area to another. Establishing secure neighborhood groups in areas where crime is currently low ensures that crime will not increase in the future. Provides information about committed crimes. With more specific information about crimes committed near their place of residence, residents install technical measures for home safety and personal safety (alarms, video cameras, safes, etc.) and take care of the safety of their property in time. The crime prevention measures used reduce the chances of criminals to commit a crime or allow them to avoid it altogether.

People participating in the secure neighborhood activities know each other better, so it is easier for them to inform police officers about observed suspicious activities or persons in their area. It has been observed that when reports of suspicious activity increase, the number of crimes committed decreases.

The secure neighborhood program encourages people who live nearby to communicate and cooperate, exchange information about their cars, work hours, vacation plans, etc. It encourages neighbors to look after one another's homes and sometimes participate in community meetings where they discuss creation and security of a safe environment.

Crime often spreads from one local area to another, so it is important for safe neighborhood groups to understand the latest crime trends and obtain information about the criminogenic situation in their area. Community officials who conduct crime analysis identify such trends and regularly inform safe neighborhood groups about potential threats.

The secure neighborhood program includes a network from which the Police Department can gather useful crime information.

It has been proven that the number of thefts and other property crimes is significantly reduced in areas that implemented a safe neighborhood activities, where neighbors watch the environment together and take care of each other's safety. Getting to know your neighbors is the first step towards creating a secure environment.

Safety is relevant everywhere: at home, on the street, at school and at work. The school is one of the most important institutions that, in addition to educating children, also takes care of their safety. One of the more well-known programs for creating a safe school environment is the Bully-Free School. School safety depends on the environment, on how teachers and students, parents, managers feel. The success of one implemented project **was determined by attention to the program, active involvement of all employees (including service personnel), compliance with agreements, consistency and patience, teamwork, sharing of responsibilities, adherence to the program standard.**

The direct goal in implementing the program was to reduce bullying, but other factors were also observed in the school: trust (students trust teachers), safer atmosphere, better well-being, interpersonal relations, cooperation, belonging to the community feeling (the student also feels like the master of the school, on whom something depends), personality growth, learning effectiveness, student activity.

The school began to take care of every child - both the bully and the bullied. The program teaches how to establish friendly relations with peers, children's self-confidence is strengthened, they feel safer, appreciate the atmosphere in the classroom better, express their thoughts more boldly, and discuss with each other. Heads of classes had the opportunity to get to know the students better, in some classes there was a noticeable decrease in bullying, and in one senior class, none of the students smoke anymore. Currently, the priority area of the school is to try to involve as many parents as possible in the activities of the preventive program. The teachers noticed that the students have become more organized, friendly, show more desire to get involved in school activities, offer ideas themselves, the community has become more tolerant.²²

It is possible to think that in an imprisonment institution, inmates and the staff working with them form a certain community. In Lithuanian imprisonment institutions, a hierarchical culture still prevails, where officers give orders and inmates must obey. Convicts view the officers with hostility, mistrust and unwillingness to open up.

However, the dynamic security method allows officers to get to know the inmates, build trust-based relationships, strengthen the culture of cooperation and through positive communication achieve the same goals - to ensure safety, prevent prohibited acts, eliminate violence and bullying in imprisonment institutions.

PRACTICAL TASK

- *What features and benefits of the mentioned programs ("Secure neighborhood" and "School Free of Bullies") could you discern?*
- *What elements of these national programs could we apply in imprisonment institutions?*

²²See more: <https://www.svietimonaujienos.lt/kaip-kurti-saugia-mokykla-kurioje-nebutu-patyciu/>

The most important question for humanity is HOW TO DEFEAT EVIL?

The secret is that there was no need to finish or crush it, the Evil. It was fitting for the Good to comfort and sympathize with the Evil. Cover with tenderness. Allow itself to cry on its noble shoulder. The Good just needed to understand Evil. Forgive it and not to judge it. To destroy it's (Evil's) poisonous loneliness with its bright presence.

However, the Good was never able to do that. He tried to fight, battle, and win, without feeling that its was turning into Evil itself... If the Evil was understood, appeased, comforted by the tenderness of the Good, lulled to sleep, it would have disappeared... After all, the formula of Evil is the same as suicide - a cry for help...

*Jurga Ivanauskaitė
„Sapnų nublokšti“ 2007.*



REFERENCES AND SOURCES USED:

1. "The concept of the development of dynamic security in the penitentiary system" approved by Order No. V-404 of the Director of the Department of Prisons under the Ministry of Justice of the Republic of Lithuania of 27 December 2021.
2. Bandzevičienė, R. Penitentiary psychology. Mykolas Romeris University, 2009.
3. Council of Europe. European Prison Rules. 2006. The publication is available online at <<https://rm.coe.int/european-prison-rules-978-92-871-5982-3/16806ab9ae>>.
4. Council of Europe. Trainer's Manual on Dynamic Security. 2018. Datapons: Skopje. The publication is available online at <<https://rm.coe.int/final-training-manual-on-dynamic-safety-june-2018-koregirana-4-/16808ccae2>>.
5. (Council of Europe guidelines on (...) healthcare in prison).
6. Council of Europe Guide on prison healthcare and medical ethics,
7. Comments of EPR § 5 1380 meeting of European Committee on Crime Problems (CDPC) of 2020.
8. Dynamic security training handbook. Internet access:
https://www.epta.info/wp-content/uploads/2021/03/EPTA_06_SIG2_Handbook_EN_def.pdf.
9. United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules), adopted by the United Nations General Assembly on 17 December 2015 Internet access:
<https://www.unodc.org/unodc/en/justice-and-prison-reform/NMRules.html>.
10. Order No. V-404 of the Director of the Department of Prisons under the Ministry of Justice of the Republic of Lithuania "On the amendment of Order No. V-564 of the Director of the Department of Prisons under the Ministry of Justice of the Republic of Lithuania "On the approval of the concept of the development of dynamic security in the penitentiary system" of 30 December 2014" of 27 December 2021. Internet access:
<http://www.kaldep.lt/lt/kalejimu-departamentas/teisine-informacija/teises-aktai/kiti-teises-aktai.html>.
11. The Penal Code of the Republic of Lithuania, approved by Law No. IX-994, adopted on 27 June 2002 // State Gazette, 2002, No. 73-3084 (as subsequently amended and appended).
12. Order No. 1R-65 of the Minister of Justice of the Republic of Lithuania "On the approval of the regulations of the institutions subordinate to the Department of Prisons under the Ministry of Justice of the Republic of Lithuania" of 06 March 2014, LR, 07-03-2014, No. 2898.
13. Lekavičienė, R.; Antinienė D. Communication psychology, a modern approach: knowledge and tasks. Vilnius, 2019.
14. Minimum standards for Dynamic security Training, EPTA. Available online: https://www.epta.info/wp-content/uploads/2021/03/EPTA_04_SIG2-Minimum_Standards_EN_def.pdf.
15. United Nations Office on Drugs and Crime. Handbook on Dynamic Security and Prison Intelligence. 2015. Leidinys prieinamas internete <https://www.unodc.org/documents/justice-and-prison-reform/UNODC_Handbook_on_Dynamic_Security_and_Prison_Intelligence.pdf>.
16. Uscila, R. (2020). The concept of dynamic security in places of imprisonment. The publication is available online: https://teise.org/wp-content/uploads/2020/06/Dinaminis_saugumas_studija_2020-1.pdf.
17. Viršilas, V.; Vaičiūnienė, R. Analysis of the system of social rehabilitation measures employed in imprisonment institutions, problematic aspects of the application. Publication available online < <https://teise.org/wp-content/uploads/2018/01/Vai%C4%8Di%C5%ABnuien%C4%97-Vir%C5%A1ilas.pdf>>.
18. <https://www.svietimonaujienos.lt/kaip-kurti-saugia-mokykla-kurioje-nebutu-patyciu/>.

SUMMARY

One of the most important tasks of the penal system is to ensure the safety of inmates and detainees, employees and the public. In search of effective methods of ensuring safety in imprisonment institutions and taking into account the practices of foreign countries, in 2014, dynamic security began to be implemented in Lithuania. However, during this process, there was a lack of consistency, clarity and definition of the dynamic security model, which is why different practices of applying this method took hold in different imprisonment institutions. This Manual aims to unify the concept of dynamic security and discuss the principles of application of this method.

Security and safety are closely related and if safety is an integral part of the functioning of imprisonment institutions, then safety is one of the fundamental needs of every human being. Physical and psychological safety provides the best basis not only for existing, but also for better quality of life and development, i.e. creates favorable conditions for the resocialization of inmates and detainees. Various international documents discuss the concept of security quite extensively and in detail, and based on the experience of the Norwegian penal system, the following three, extremely closely interrelated components are distinguished: static, organizational and dynamic safety. In addition, the creation of professionally positive relationships is especially important to ensure security. The direction of ensuring safety is no less important, i.e. safety for the environment and the public, safety for staff and visitors, and safety for detainees and inmates. These directions are also closely related to each other and complement each other, and ideally, security in the imprisonment institution should be ensured in all directions.

The manual also discusses the concept of dynamic security and discusses its main features in more detail, as well as distinguishes the elements, indicators and evaluation indicators of dynamic security. Attention is drawn to the fact that dynamic security is a different approach to security management and creation in imprisonment institutions. The Manual also introduces readers to the role of the contact officer and its importance

in the application of the dynamic security method. It is also emphasized that dynamic security must be applied in all units and levels of the organization (in this case, the imprisonment institution), without isolating any of them, i.e. all personnel working in the institution must be familiar with this method and apply it in their daily work.

When discussing the goals of serving an imprisonment sentence, the manual distinguishes between the importance of short-term and long-term safety. Readers' attention is drawn to the fact that creating short-term safety (i.e. safety inside the imprisonment institution) lays the foundation for long-term safety (i.e. successful integration of the person into society) and also long-term safety is perceived as an investment in public safety in the future (i.e. reduction of recidivism).

When it comes to the implementation and application of dynamic security in imprisonment institutions, the role of the heads of these institutions is extremely important, i.e. their leadership style, initiated changes and declared values. Attention is also drawn to the concept of the "human factor", when there remains a possibility that a person will make an illogical, unprofitable or simply wrong decision in a certain situation, but mistakes in the context of dynamic security must not be understood as immoral or intentional (except for conscious actions that the person realizes when performing their damage to the organization and its safety), and are evaluated as an opportunity to improve. This factor is closely related to the daily risk assessment, which is carried out on a daily basis using the dynamic security method, as well as the management of other risks. All this is also discussed in more detail in the Manual, and an example of a "Safe Job Form" is also provided, which can be applied in everyday work.

Regarding the resocialization of detainees and inmates, the importance of the principle of normalcy in imprisonment institutions is also discussed, i.e. life in an imprisonment institution should come as close to the positive aspects of life in society as possible, thus facilitating the future reintegration of the person into society. In addition, pathogenic, bureaucratic, and creative cultural differences are discussed and their impact on both detainees and inmates, as well as professionals working in institutions. It is believed that the most favorable environment for the application of the dynamic security method is when a Creative culture prevails in the institution.

Regarding the success of the application of the dynamic security method, it is distinguished that professional and constructive relations between employees and inmates are extremely important for this, and they can be achieved by constantly strengthening the competencies of imprisonment institution staff, selecting suitable candidates for positions and properly preparing new employees for the challenges ahead. The manual also highlights the importance of ongoing training on dynamic security, and also draws attention to new learning methods, such as learning in an imprisonment institution.

The manual also introduces you to several other safety development initiatives in Lithuania, presents their key principles of the dynamic security method and compare them with the principles of dynamic security implemented in imprisonment institutions of Lithuania.



2023

Vilnius

