

**5th European CAF user Event “CAF as a driver for innovation”
Oslo, 27-28 September 2012**

A window to the world: Increasing the visibility and transparency of prison activities

Introduction of our good practice example.

The project „*Increasing opportunities for social inclusion of detainees through better education information of society and improvement of activities in prison*„, financed by European Social Fund Operational Programme Human Resources Development 15/6.2/S/1, it was implemented between 01.11.2008-31.10.2011 in the National Administration of Penitentiaries and six pilot units.

Slobozia Prison is a local unit of implementation, along with other five pilot units, within the public administration sector.

This project aimed at changing organizational culture dealing with the opening of prison to community action, ensuring community safety, developing a collaborative environment in prison, implementing quality management, improving the rehabilitation of prisoners and developing staff skills.

That was the context decided to implement the Common Assessment Framework, as a mean of forming a culture of quality management and practices that lead to excellence continuous improvement initiatives. The decision to implement the CAF in the penitentiaries led to the creation of multidisciplinary teams of continuous improvement and innovation in all the six prisons, as well as obtaining concrete results.

Fortunately, the CAF experience did not stop with the project completion. Because CAF motto is *continuous improvement*, the six pilot units disseminated between the May-June 2011 months the CAF virus in other 10 penitentiaries. Thus, models of good practice were presented, generalizing the positive experience. Later on, starting from December 2011, all of them have performed self-evaluation and began using this tool, currently being implemented in 16 penitentiaries from National Administration of Penitentiaries.

Short description of the case study:

Keywords: innovation, CAF, involvement, multidisciplinary team, improvement, efficiency, stakeholders, solutions, dynamic, flexible, transparency, visibility, capital gains impact.

Summary: Specific objectives of the project has included training the innovation staff to support the internal processes of innovation and involving different stakeholders in finding innovative solutions to organization problems. To this end, they organized several training sessions with I.Zone representatives and UCRAP support, in order to familiarize with the use of CAF as a total quality management tool. In September 2009, a multidisciplinary team was formed, consists of 11 members, mostly senior positions (middle management) in the main sectors of the prison, that, over four months, made the first CAF self-assessment, developing a first CAF self-assessment Report.

Low scores obtained on the criteria of the CAF Guide have highlighted several areas for improvement, indicating that results are not measured, that some targets were not established on the SMART principles, or in some cases, that information are not available

Therefore, to achieve the Action Plan and the success of the institution, was necessary to identify those priority points for improvement and quality of products and services that the institution depend on. So, looking at areas for improvement resulting from self-report was established a total of 20 actions to improve the efficiency of prison activities that have been allocated to nine working teams.

Starting with 01/09/2010 we begun to implement the improvement actions for a period of one year, finally fulfilling the 19 of the 20 proposed actions.

One of the implemented actions introduced an innovative practice and led to a better functioning of the prison, increasing the visibility and transparency of its activities. It also led to better results in terms of citizens / customers and the organization impact on society. Action refers to the *Creation and promotion of an external website*, www.pslobozia.ro and comes as a means of improving and developing the internal and external communication, to increase transparency and improving the image of the institution. The gain obtained by implementing this action comes from the fact that, being developed on a powerful and flexible

software platform, website offers ease of use as transmitters of information (staff unit, who are logging based on *user* and *password*) and consumers (*visitors* to the website, *customers citizens* of our institution). The construction of this site is based on a dynamic approach of a varied content (text, audio, video), published material being automatically entered into predefined categories such as *Press, Events, Announcements, Contests, Procurement*. etc. It provided a flexible platform for application of questionnaires, to the site visitors, are automatically counted a number of aspects of their site visit, are automatically sent e-mail notification regarding the appearance of new materials in the site and the list could continue. Special architecture of the website, such as *Content Management System*, guarantees that can easily meet future needs of communication.

As highlighted results stands support activity of visiting reservation of a family members of inmates through the website, by the visitors page. They find there information on how to perform specific reservation/appointment, and the possibility of sending an e-mail application appointment to visit. In this way there was a decrease in the number of unscheduled visits, that cause a malfunction in the proper conduct of daily activities.

But the most encouraging fact is that that we still find opportunities to use and develop the web-site as an interface between the organization and community, result of changing attitudes, and the impact toward the community is telling that more than 75% of visitors appreciated it as *useful*.

Analyzing the experience gained during the CAF self-assessment were revealed:

- **critical success factors:** staff involvement was highly appreciated in CAF implementation (motivation), especially the leadership will drive (commitment); it was also appreciated involving of the employees and stakeholders.

- **restrictions:** lack of previous experience and the possibility of benchlearning by sharing know-how with other prison that have already implemented the Common Assessment Framework;

- **lessons learned:** it was emphasized the importance of teamwork, in terms of new perspectives for identification of innovative solutions. CAF proved to be a joint project and staff management, facilitating leadership meeting with staff to discuss the facts of the organization and also about the options for the future, in order to improve efficiency and effectiveness.

contact information

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Marian Gabriel RUSU, Chief Commissioner of prisons & Adrian NEAGOE, national coordinator



Session xxx (to be completed by EIPA)

5th European CAF Users' Event CAF as a Driver for Innovation

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transparency of prison activities**

Slobozia Penitentiary - Romania / Marian-Gabriel Rusu



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European Social Fund Project



Increasing the opportunities for social inclusion of the detainees through a better education, an information of society and improving the activities in prison

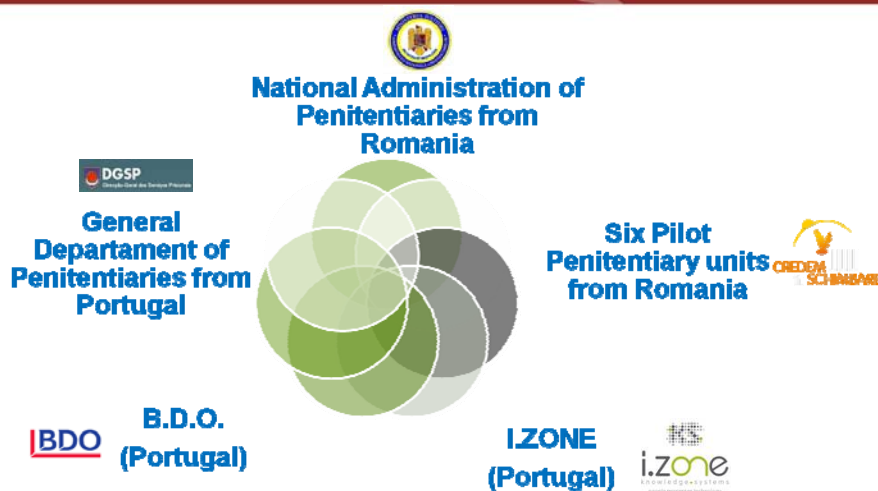
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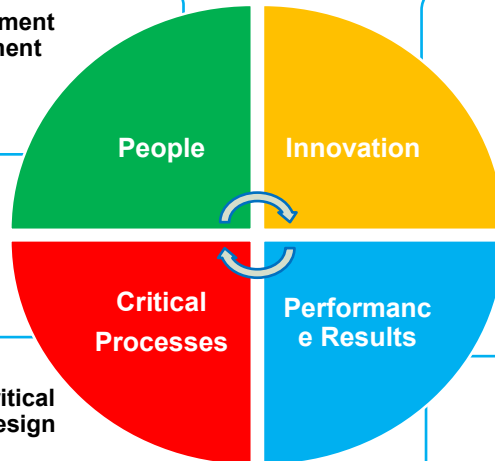
Project partners



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Project specific objectives

- Climate assessment
- Team development
- Leadership development
- Empowerment



- Entrepreneurship programme
- One day in Prison
- Volunteer Management
- Employers involvement
- Restorative justice
- The contingency plan

- Operational/critical processes redesign

- CAF Self assessment
- Balanced Scorecard implementation



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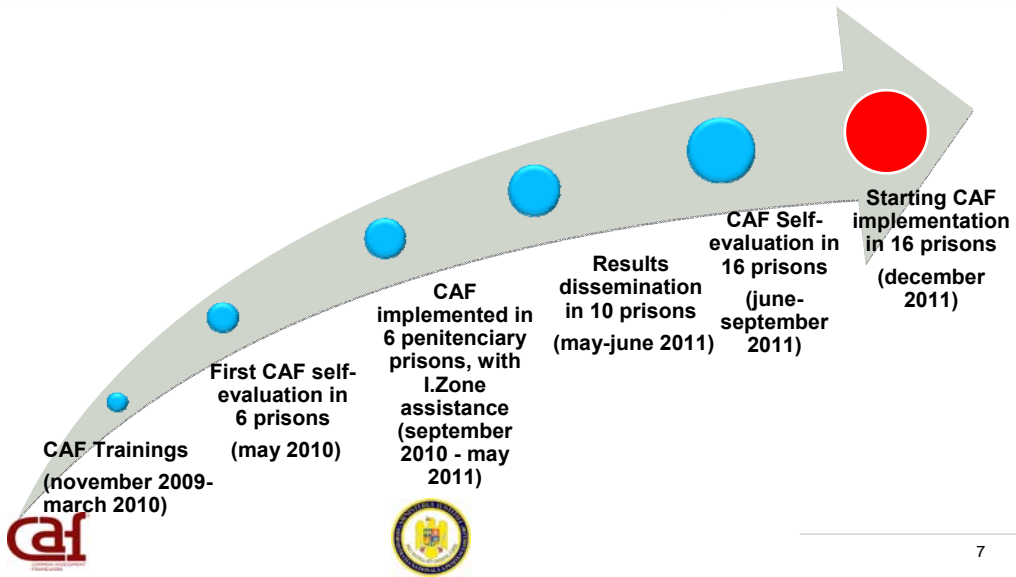
CAF implementation milestones in prison

- Training for staff involved
- Self-evaluation
- Elaboration of self-evaluation report
- Developing plan for improvements
- Implementing of the improving actions
- Dissemination of results
- Planning next self-evaluation

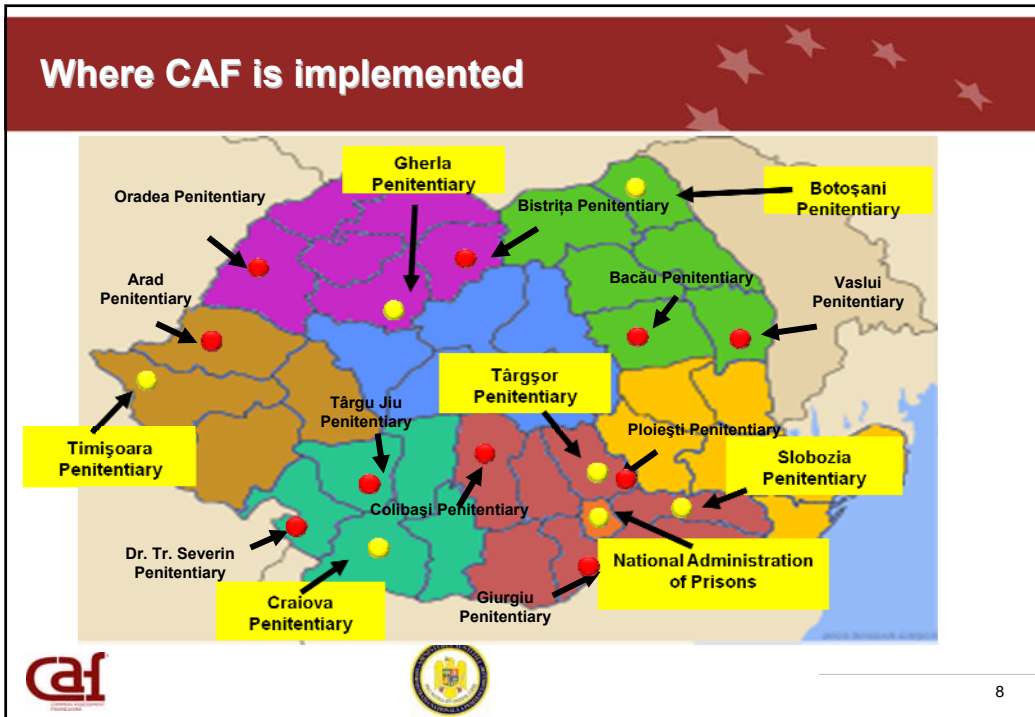


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Evolution of CAF implementation in prison system



Where CAF is implemented



Training session



Searching, finding ...

- Learning
- Evaluating
- Finding evidence
- Building a team

How we prioritized the actions

Criteria	Score	Influence	Reasons
Impact	1	Small	Influence 1 sector activities
	2	Medium	Influence 2-3 sectors activities
	3	Big	Influence more than 3 sectors activities
Costs	3	Small	0 - 100 euro
	2	Medium	100 - 1.000 euro
	1	Big	More than 1000 euro
Personnel involved	3	Small	Involving 1-6 persons
	2	Medium	Involving 7-15 persons
	1	Big	Involving more than 15 persons
Competence	1	Small	External competence Exclusive competence from NAP, MJ, Government
	3	Medium	Internal competence and external approvals Prison competence, NAP and MJ
	6	Big	Internal competence Prison competence
Duration	3	Small	Up to 3 months
	2	Medium	Between 3 to 9 months
	1	Big	over 9 months

Work session

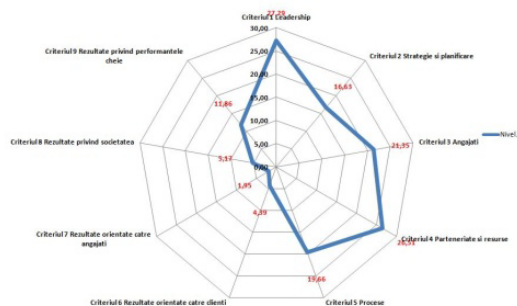


Analyzing ...

- Working, searching for evidence
- Finding ideas
- Proposing solutions

Results of first implementation

Indicators



- Nr. of self evaluation team members: 12
- Nr. of team implementation managers: 7
- Nr. Total implementing members: 21
- Nr. of strong points identified: 314
- Nr. of improvement proposed: 218
- Nr. of suggestions proposed: 50
 - with costs: 18
 - without costs: 32
- Nr. of improvement actions proposed : 20
 - accomplished: 19 (95%)
 - not accomplished: 1 (5%)

Celebrating



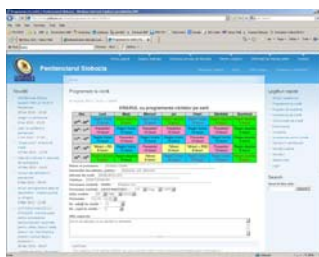
Analyzing ...

- Celebrating together with all involved at the final conference for dissemination results

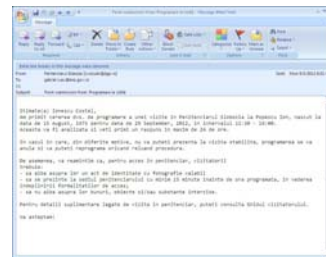
How it works



- www.pslobozia.ro
- Prisoners/Visitors
- Studying informations
- Ask anything you want

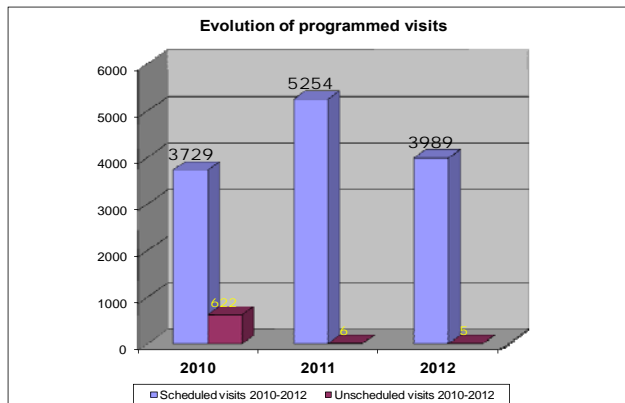


- Visiting reservation
- Choose:
 - By phone
 - By e-mail
 - On-line



- Complete the form
- Wait for a response
- Come to visit

Evolutions of visiting programmes

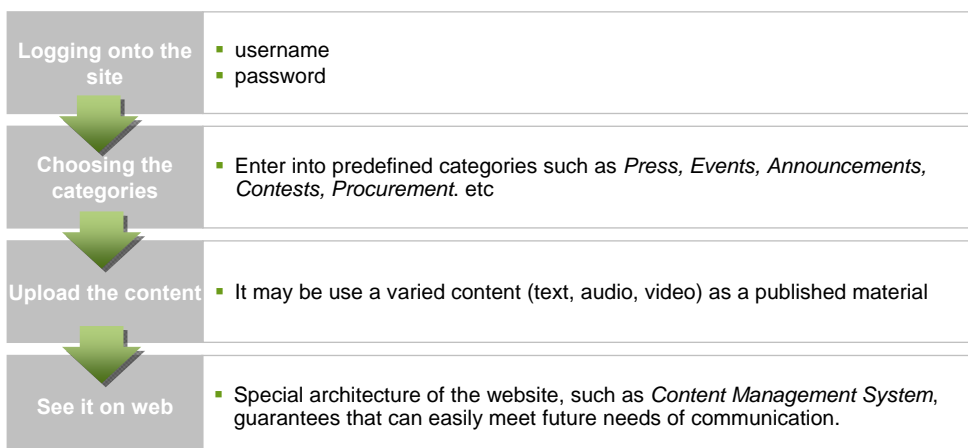


Visiting

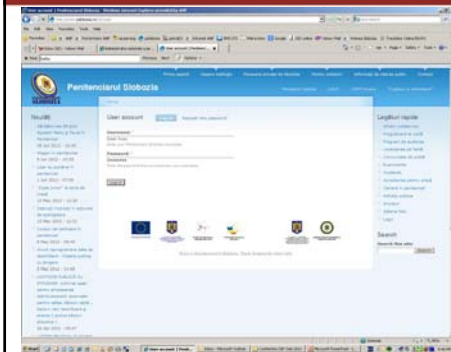
- After we introduce the programming procedure, the number of unscheduled visits went down;
- The quality of work was improved, and the service for the visitors as well

CAF +
Integrated
working

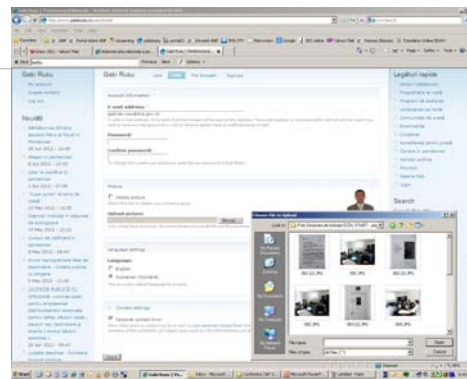
How to post on the site



How the site works

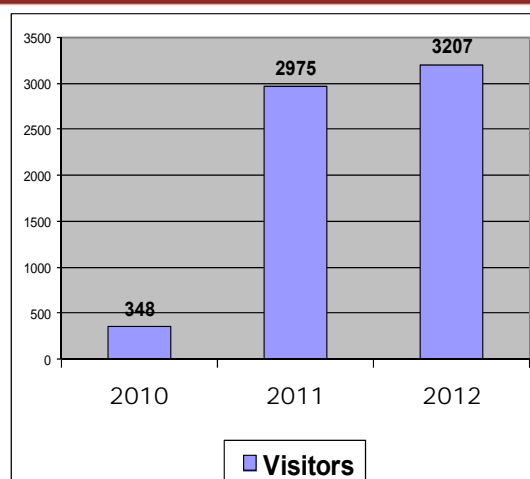


- Every user will log on, using his own password



- Then, he may choose what he wants to post

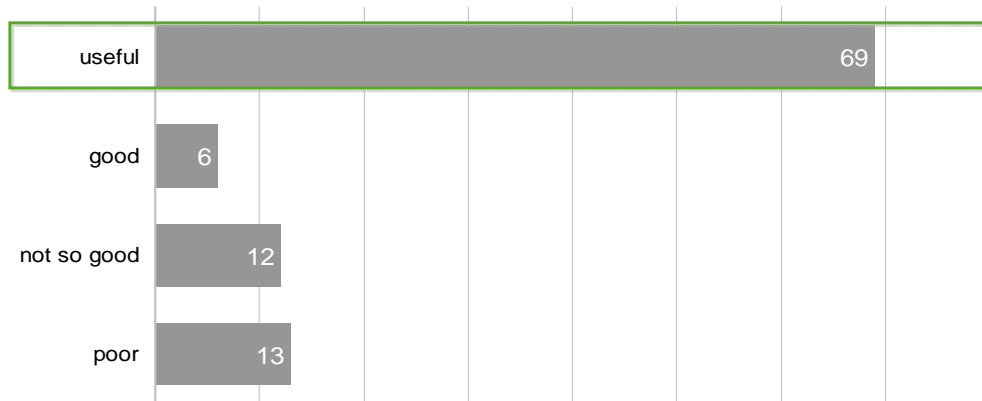
Number of site visitors



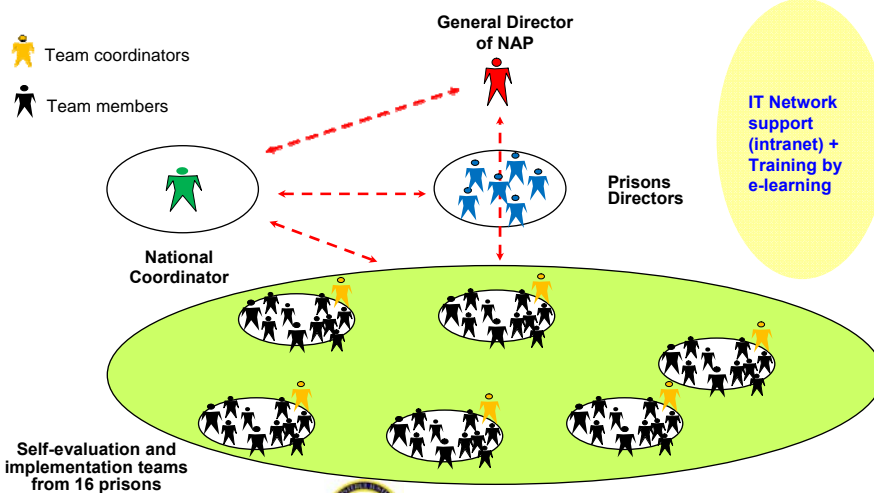
Counting the feedback

- After the site launch we start promote it;
- Using it, we increase our visibility and our transparency

Opinion of the visitors (%)



How are we organized now



Strong points in implementations

- ✓ training and qualified support during the self-evaluation and implementation from I.ZONE and UCRAP;
- ✓ Building the multidisciplinary and intersectorial teams, with specialized personal;
- ✓ Using modern means and techniques of working (laptop, video-projector, internet, analyses, team-building, brainstorming etc.);
- ✓ Involving a lot of people in implementation of improvement actions;
- ✓ ongoing monitoring of implementation of improvement activities;
- ✓ Communicating the results of self-evaluation and improvement plan to all staff so that they understand the institution's objectives, to increase involvement and motivation and reduce resistance to change.



Weak points in implementations



- resistance to change and regression to old practices / habits;
- there was no opportunity to exchange experiences with other prison systems that have already implemented the Common Assessment Framework;
- it went very much into detail, favoring critical issues and identifying a variety of actions for improvement, which then made it difficult to find the priority;
- some of the working sessions were held with an incomplete CAF team because of the background task load and emergency service issues arising;
- insufficient coverage of human, financial and material resource and targets undertaken;
- specialized structures are operating under capacity due to vacancy of allocated posts;



What we learned from the experience

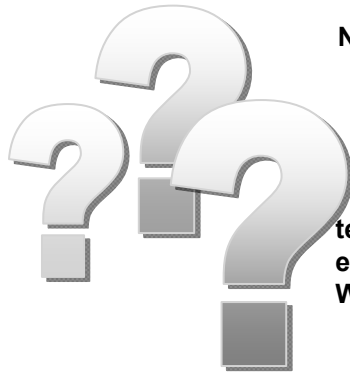
- crucial role of teamwork both in achieving goals and in fostering cohesion, affecting the quality of growth in other activities of the institution;
- need to motivate staff to conduct additional activities;
- need to involve staff and stakeholders;
- need to allocate funds for a number of improvement actions;
- existence of false differences between sectors due to lack of big picture of the activities or misinterpretation of information;
- permanent usefulness of these activities, extending them to the entire prison system and the exchange of experience between units within the communities of practice activities;



We believe in change



Contact us :



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