



B-COMPETENT: Boosting Competences in Penitentiary Staff in Europe

(Training needs assessment report of civilian prison staff in Montenegro)

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I. INTRODUCTION

1.1 Current structure of the penitentiary system in Montenegro

Prison population total (including pre-trial detainees/ remand prisoners)	1,141 - at 31.1.2018 (via Council of Europe annual penal statistics)
Prison population rate (per 100,000 of national population)	183 - based on an estimated national population of 622,400 at end of January 2018 (from Eurostat figures)
Pre-trial detainees/ remand prisoners (percentage of prison population)	27.4% - (31.1.2018) ¹
Female prisoners (% of prison population)	2.5% - (31.1.2018) ²
Juveniles/ minors/ young prisoners incl. definition (% of prison population)	0.1% - (1.9.2016 - under 18)
Foreign prisoners (% of prison population)	15.9% - (31.1.2018)
Number of establishments/ institutions	<ul style="list-style-type: none"> - 3 Institution for Sentenced Prisoners (KPD), Podgorica - The Remand Prison (all located within the Spuž Complex on the northern outskirts of Podgorica) where are accommodated 98 foreign nationals. - the Prison of Bijelo Polje, situated in the center of Bijelo Polje town where are accommodated 14 foreign nationals.
Official capacity of prison system	1 325 - (31.1.2018)

1.2 Trainings in institution for enforcement of criminal sanctions (ziks)

Trainings in the Sector for the training of staff have been implemented through the introductory, basic and additional (specialist) courses. Besides, the Sector, in cooperation with non-governmental organizations, Police Academy, international organizations and other institutions, organizes various trainings and workshops for the prison staff.

In 2019, 57 trainings took place for 372 prison officers. Trainings were organized by both Sector for the staff training in ZIKS and cooperation with the Police Academy and nongovernmental organizations, international organizations and other institutions. Trainings have covered different topics close to the prison staff.

¹ <https://prisonstudies.org/country/montenegro>:

² <https://rm.coe.int/1680925987> Report of the CPT in Montenegro, Strasbourg, 7 February 2019/2019

In 2019, 57 trainings took place for 372 officers. In Sector for the staff trainings 14 trainings took place for 178 participants – officers from ZIKS.

Specific topics were covered, such as:

- Topics related to improvement of capacities of officers in prevention of torture and development of the zero tolerance towards torture in prisons;
- Trainings for testing for the presence of psychoactive substances (PAS) and alcohol in the body;
- Introduction with the amendments of Law on enforcement of criminal sanctions, fine and security measures;
- Work with the new metal detector door;
- Authority to perform security jobs, coercive measures, and procedures for their use;
- Risk assessment;
- Report development, disciplinary charges, official notes and other letters and topics related to the everyday work and activities of the ZIKS officers.

In cooperation between ZIKS and the Center for Mediation of Montenegro, three-day training was organized for the officers of ZIKS's Treatment Department in the Detention and Rehabilitation Center Podgorica, Facility for short-term prison sentences and Prison in Bijelo Polje, by the licensed trainers of the Center on topic "Mediation in Institution for Enforcement of Criminal Sanctions". The training attended 14 officers in charge of resocialization of convicted persons. They received certificates.

Three two-day cascade trainings were organized for 37 officers of ZIKS from different sectors and services. Like in previous cascade trainings, topics were related to awareness on security and report drafting, dynamic security and prosocial model, professionalism, and communication skills.

Trainings in the Police Academy were organized in accordance with the Training Plan and the signed Agreement with the Police Academy. 78 officers were trained in the use of coercive measures (binders, official baton, and a hand spray).

Organized trainings were on topics:

- Improvement of protection of human rights of detained and imprisoned persons in Montenegro;
- Prevention of online radicalization;
- Drafting of reports on conditional release;
- Prevention of adolescent self-injury, guidelines for assessment and the counseling work;
- Development of the rehabilitation program for radicalized prisoners;
- Drafting of the Guidebook for fight against radicalism in prisons;
- Creating of certain treatment programs in rehabilitation of violent extremist prisoners.

45 officers attended the mentioned trainings.

Officers of ZIKS, 19 of them, attended nine trainings organized by Human Resources Management Authority on following topics: “Information system as a tool for human resources management”; “Managing Electronic Documents”; “Training for the members of the Commission for the testing of knowledge, abilities, competences and candidates skills”; “Framework of competences for employment and professional development”; “Confidentiality of information”; “Protection of personal data”; “Public consultation standards”; “Public relations”.

A representative of ZIKS attended the Education Program for obtaining the key skills for human resources management, during the period from March to June 2019.

Sector for the training of staff organized few times during the year visits of students of the Faculty of Law and the Faculty of Political Science to Institution for Enforcement of Criminal Sanctions, in the framework of their practical trainings. Students attended the lecture about the functioning of the Institution and had the opportunity to visit organizational units of the Institution. There were no trainings about the work with foreign prisoners.

When it comes to NGOs, they did not organize trainings with officers of ZIKS last year.

II. THE FOCUS GROUPS AND SURVEYS

Date of the workshop: March 31, 2020 and April 13, 2020.

Participants at first workshop:

1. Nataša Radonjić, Director of the Directorate for Enforcement of Criminal Sanctions (Ministry of Justice)
2. Kemal Zoronjić, Assistant Director of the Institution for Enforcement of Criminal Sanctions (the prison)
3. Darko Vukčević, Chief of the Sector for the Staff Training
4. Danijela Šamšal, Independent Councilor, Treatment Service
5. Marko Odalović, Independent Councilor – Independent Councilor II
6. Marinko Đukanović, Senior supervisor of the prison police

Participants at second workshop:

1. Vesna Pavićević, Head of the Prison for the short sentences in Bijelo Polje
2. Milosav Tomović, Prison Police Commander
3. Srđan Sekulić, Head of the Treatment Department
4. Petar Šuković, Shift Manager
5. Miro Jovanović, Treatment Implementer
6. Slavko Đalović, a Senior I Class Prison Cop
7. Danilo Femić, a Senior I Class Prison Cop
8. Edin Kolić, Chief of the Work and Nutrition
9. Bojana Čurović, Medical Technician

2.1 Focus Groups

Zoran Vujičić, from "Civic Alliance" led the focus group. Focus group took place via conference call. The focus group consisted of three parts:

- Introductory part, with explanation and the concept of leading the group
- Communication about the questions in the questionnaire
- Conclusion

At the beginning, Zoran Vujicic introduced the international project, where Civic Alliance participates as the partner to organization European Center Albania from Albania. The project is about the improvement of competences of persons in correctional institutions in Europe. The goal of the project is to analyze deficiencies of trainings in prison services; to provide the multidisciplinary package of skills to persons in prisons in six countries: Spain, Italy, France, Albania, Montenegro and Greece; creating and developing of the cross-border training program, through combination of best practices and raising awareness and multilingual practical tools. The project also envisages the following activities – elaborated analysis of training deficiencies, and identification of implementation of good practice,

creation and development of an electronic course, brochures on several languages with educational games for the civil prison staff, and animated video scenarios and practical examples; six cross-border workshops for the training of trainers in Italy, France, Spain, Albania, Montenegro and Greece. Three conferences are planned, which will involve main stakeholders and one final international conference.

2.2 Communication

When it comes to prison overcrowding and the rise of number of prisoners, participants agreed that the proportion of the prison staff and the overall number of prisoners, was in accordance with the provisions of Recommendations 1999 (22) of the Council of Europe. Asked about the organization of trainings for the prison staff before they start the duty, and whether they pass initial trainings, they said that the staff did not attend trainings before duty. They said this was a problem, because they have to put those people on the prison wall as safeguards, and then train them gradually. They said they needed officers who could take a duty immediately. Participants also explained that they depended on the central prison in Podgorica, or, due to the job organization their officers often fail in attending the trainings, or they simply were not invited. Especially in terms of trainings for the security staff, it was difficult to organize it, because they had a small number of security staff. When it comes to the treatment, they said that trainings for the treatment staff were often organized.

When it comes to selection of the new staff, and whether they pay more attention to integrity, humanity, gender balance, or on qualifications, participants say that the reception of new people usually takes place via Human Resources Management Authority and that they pay attention on competences and other professional abilities and skills.

Participants agreed that trainings they organized, generally included international standards on human rights, especially from the European Convention on Human Rights, European Convention on Prevention of Torture and Inhuman Treatment and Punishing, and European Prison Rules. This is closely related to the use of means of coercion, and when instructed about the adequate use of it, they are instructed also on potential violation of human rights. Evaluation takes place after training, in the form of questionnaires.

Participants responded negatively when asked whether they had staff appointed to work with the foreign prisoners. They said that such a sharing of the staff did not exist. Security service usually has a contact with foreigners, health service and the treatment service. They said that the officer in the shift works with a foreign prisoner, if he/she is in prison, and there is no individual scheduling of officers for foreign prisoners. They said that they have a protocol for the situation when a foreigner comes in prison. They only have the house rules. If some of the staff does not speak the language, they usually find or ask some of the prisoners to translate and help them.

Asked about the internal trainings and whether these trainings implied education on ethical rules, whether they were familiar with the Ethical Code of the European prison system, participants said

they were familiar with the Code and that they respected it. All officers received the Code of Ethics and were told that violation of the Code implied disciplinary sanction.

Asked whether the training courses included socio-cultural aspects, cultural diversity management, knowledge of political regime, dictatorship of the prisoner's homeland, one of the participants said that training was not about that concretely, but he attended the training on violent extremism at the local level, where it was also spoken about cultural diversities.

Participants also negatively responded when asked if there was training about the rights of foreign prisoners, cultural diversities and special needs foreign prisoners have. Trainings did not include a language courses although they needed it. Asked how the work with foreigners on a daily basis functions, they say they have a few officers who speak foreign language (English), so they use them when needed.

Participants indicate they inform diplomatic and consular mission when a foreigner arrives in prison and expresses the need for that. In that situation, they inform the Directorate in Podgorica, which undertakes communication with diplomatic and consular mission and informs them.

When it comes to professional skills, participants indicated on responsibility, accuracy, experience. In terms of techniques, they believe it is important to know the use of binding means adequately, when and conditions for the use of the rubber batons. They find that baton is used less, and instead of it spray is used more, which is more effective, to their opinion. So, the rubber baton is practically not used except in some extreme situations. This includes rules regarding respect, discrimination of prisoner on the basis of race, color of the skin, or any other grounds. Accordingly, all persons are treated equally. Asked by the focus group moderator (focus group leader), and according to the focus group previously organized, whether they treat each person equally, especially when it comes to serious crimes, they indicated that it was a prison for short sentences, or up to six months imprisonment sentences, except for detention. If they estimate that a person will be endangered by other prisoners with whom he or she shares a room, that person shall be separated into another room or solitary confinement, and these are precautions to protect him or her from other prisoners.

Asked about the relationship between civilian prison staff and professionals in prison in Bijelo Polje, whether the salaries similar or whether they are less or more paid in relation to the prison officers, participants indicate that the salaries are not the same and that the salaries are not adequate, and do not correspond to the weight and responsibility of the job they do. They suggest that salaries should be higher.

When asked if the education standard of the prison staff is adequate, participants responded that the level of standard was satisfied. They said they were not too satisfied, but to systematization, all levels of education were envisaged for each job position. When it comes to security officers, people who do this job finished the secondary education.

When asked about professional skills in their sector, forensic psychologist, correctional officers, cultural mediators, interpreters, and which segment was profiled in terms of education in treatment, they said that they had a psychologist, social worker and a pedagogue in the treatment service. They gave the highest grade to cooperation with the governmental and nongovernmental organizations. In the end, Zoran Vujičić thanked them all for active participation.

2.3 Conclusion

Participants agreed that they needed more trainings than they had before. When it comes to trainings for the adequate approach and the treatment of foreigners in prison, they also need trainings because they did not have it at all. They also needed courses for foreign languages. They are looking forward to eventual future cooperation and trainings.

III. MAIN TOPICS OF RESEARCH

3.1 Current organizational structure of the penitentiary system in montenegro

A total of 48 people, including prison authorities, managers, prison staff and civilian prison staff in Montenegro were interviewed in this survey. More specifically, 2 of the interviewed were prison authorities, 3 were prison managers, 35 were prison staff and 8 were civilian prison staff. This survey consisted in 6 questionnaires about prison staff, prison staff training and staff working with foreign inmates.

Partners should follow the structure of the Survey Questionnaire and divide this part in the following subsections:

3.2 General considerations entailed from the questionnaires of prison authorities and managers

(2.1 & 2.2 Prison Authorities and Managers about prison staff and prison staff training)

A total number of 5 prison authorities and managers were interviewed with questionnaires about prison staff and prison staff training. 100% of their answers show that prisons have a proportional number between prison staff and the total number of prisoners, which shows a compliance with Rec. 1999 (22) of Council of Europe. Regarding the standard of general education of prison staff, the answers lean towards a positive result, with 100% of the answers above average (4; 6=very adequate). This applies to both penitentiary and civil staff. 50% of the interviewed state that when selecting new prison staff, they do not take into consideration values, criteria and skills such as integrity, humanity, cultural sensitivity, professional capacity, adequate education level and linguistic abilities, gender balance, etc. This is a disturbing indicator, considering that the above mentioned should be crucial criteria for any person who works in these institutions.

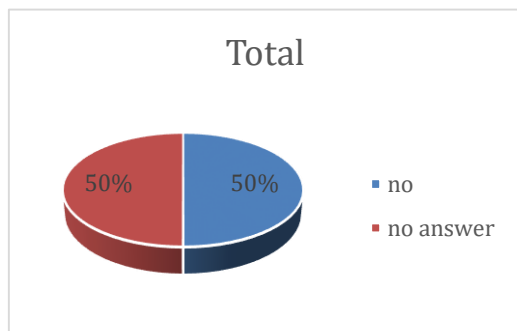


Figure 1. Consideration of criteria and skills when selecting new staff members

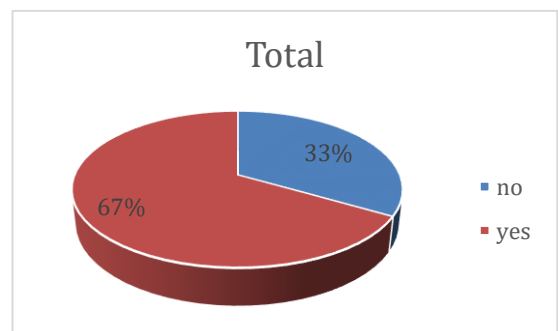


Figure 2. Training courses before entering into duty

Only 67% of the interviewed state that prison staff receive trainings and are required to pass theoretical and practical tests before they enter into duty. This is a negative aspect because prison authorities are forced to hire people as safeguards, and then train them gradually, while they usually need officers who could take their duty immediately. The interviewed also explained that due to the job organization, their officers often fail to attend the trainings, or they simply are not invited. A negative

aspect of the trainings is that they are **not organized at suitable intervals (100%)**. The interviewed state that the training programs are not revised regularly which sometimes causes a *repetition* of training thematic and curricula. In addition, the economic resources provided for these trainings are not sufficient.

3.3 General considerations entailed from the questionnaires of prison staff (2.3 Prison staff about training interval and content)

A total of **23 prison staff** were interviewed with 2 questionnaires about training courses and their content. **92% of the interviewed** state that they have received trainings during their recruiting phase, which shows for the importance of receiving trainings and knowledge before becoming a member of the prison staff. They state that they receive training courses regularly during their everyday job, and that they are mostly (50%) *delivered at suitable intervals*. Regarding the evaluation of training courses, **100%** of the interviewed state that they are *above average* (excellent, good level, appropriate), from which **50%** have evaluated them as ‘**appropriate**’.

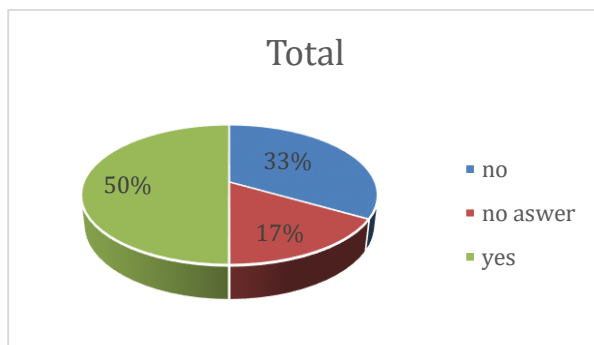


Figure 3. Suitable training intervals

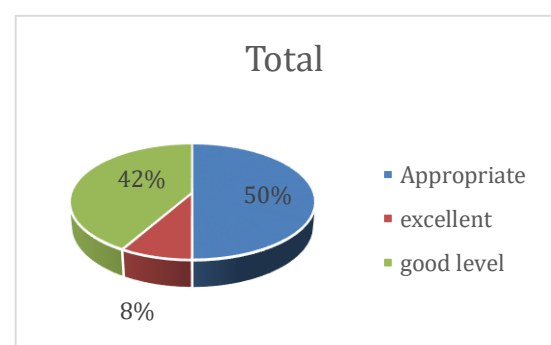


Figure 4. Evaluation of training courses

69% of the interviewed state that these training courses have contents which tackle problems and issues arising from their work experience. This shows for a *relevance* of the training thematic and curricula, as seen from the prison staff’s perspective.

The training curricula contains instructions in the international and regional human rights instruments and standards, especially the ECHR, the ECPTITP, and the EPR³, includes provisions of the ethical rules for prison staff, specifically of the European Code of Ethics for Prison Staff, and include specific instructions of the rules concerning respect for plurality, non-discrimination against any prisoners on the basis of race, color of skin, language, national or social origin, association with a national minority, birth or other status, or on the basis of the type of offence alleged or committed by a given inmate, etc. **46%** of the interviewed state that they have received *studies of socio-cultural* aspects during the trainings, especially in the area of deprivation of liberty and **18%** have received *cultural diversity management* instructions. **78%** of the interviewed state that training programs provide sufficient skills to **prevent radicalization**, racial hatred, xenophobia, cultural divergences and fights.

³ The European Convention on Human Rights, the European Convention for the Prevention of Torture and Inhuman Treatment or Punishment, the European Prison Rules.

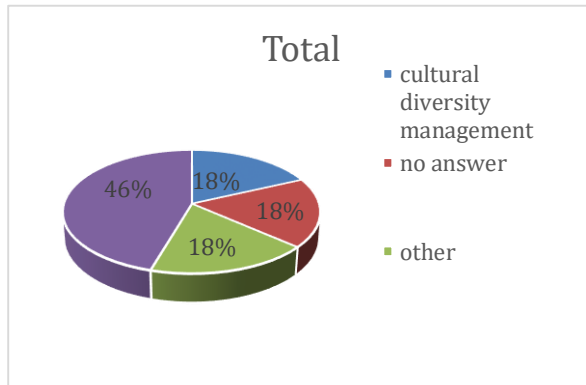


Figure 5. Content of training programs

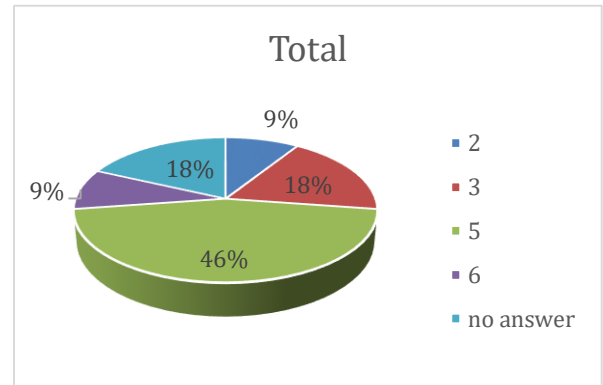


Figure 6. Skills to prevent radicalization, racial hatred, xenophobia

3.4 General considerations entailed from the questionnaires of prison staff working with foreign inmates (2.4 Prison staff about staff working with foreign inmates)

A total of 12 prison staff were interviewed about working with foreign inmates. The results of this questionnaire show for a low level of engagement towards facilitating foreign inmates' stay at prison facilities. **Only 8%** of the interviewed state that there is penitentiary prison staff specifically assigned to foreign prisoners and this part of the penitentiary prison staff gets specific training on foreign prisoners' rights, cultural diversity management and special needs.

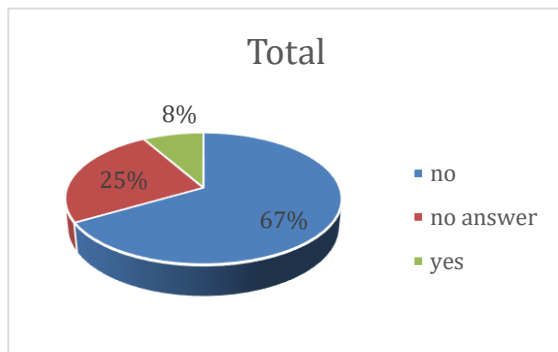


Figure 7. Specific training on foreign prisoners rights

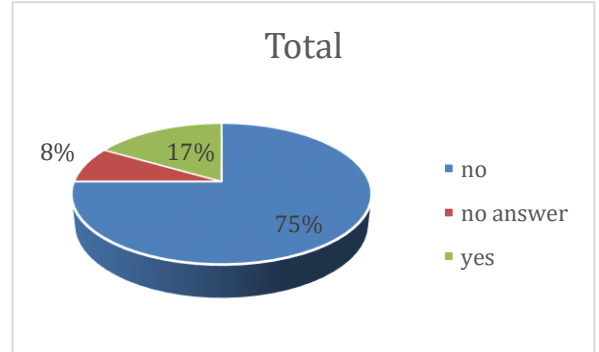


Figure 8. Language courses

In 75% of the cases, these trainings do not include language courses. The daily communication between prison staff and foreign inmates is usually done with the help of the staff or other inmates that know the specific language. The interviewed state that they have few officers that know English and they use them when needed. **91%** of the interviewed state that the penitentiary institution *promotes the development and maintenance of relevant relationship* between foreign prisoners and their

relatives, consular representatives and friends. This is a very **positive approach towards facilitating** the foreign prisoners' stay in prison.

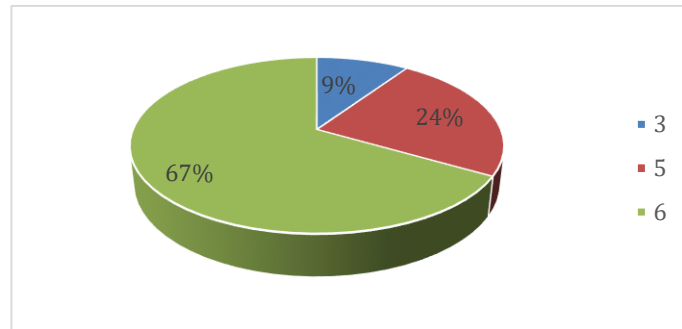


Figure 9. Promotion of relevant relationship between inmates and their relatives

3.5 General considerations entailed from the questionnaires of civilian prison staff (2.5 Civilian prison staff)

A total of **8 civilian prison staff** were interviewed during this questionnaire. When it comes to professional skills, participants indicated on *responsibility, accuracy and experience*. Only **25%** of the interviewed state that civilian prison staff are paid as professionals, while 100% state that their **salaries are not adequate** to attract and retain suitable civilian prison staff. 63% of the interviewed mentioned that the training courses they receive, **include specific guidelines** on rules regarding respect for the majority, non-discrimination against any prisoner on the basis of race, skin color, language, religion, association with a national minority, birth or other status, etc., or based on the type of criminal offense alleged or committed by a particular prisoner. Most of the civilian prison staff have answered that they receive study of *cultural diversity management* training (**50%**), *knowledge of political geography* (**12%**) and social-cultural aspect training (**25%**).

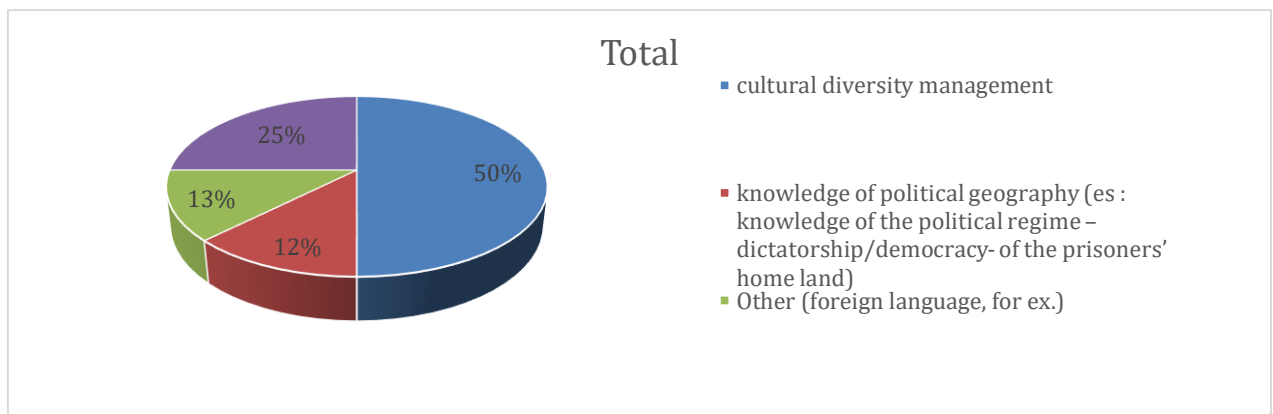


Figure 10. Content of training programs

Overall, 100% of the interviewed state that, based on their work experience, the training courses are at an **average level** (answers divided 50%-50% between 'Good level' and 'Appropriate').

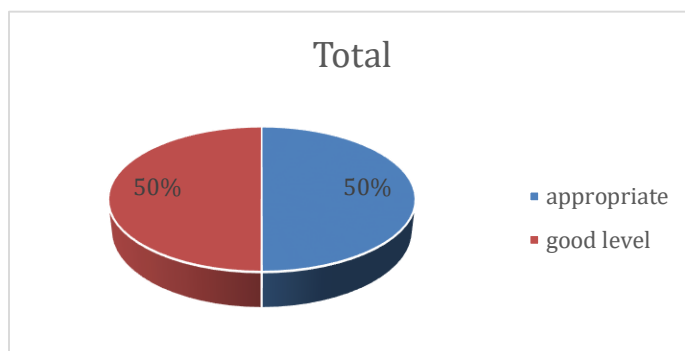


Figure 11. Evaluation of training courses.



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