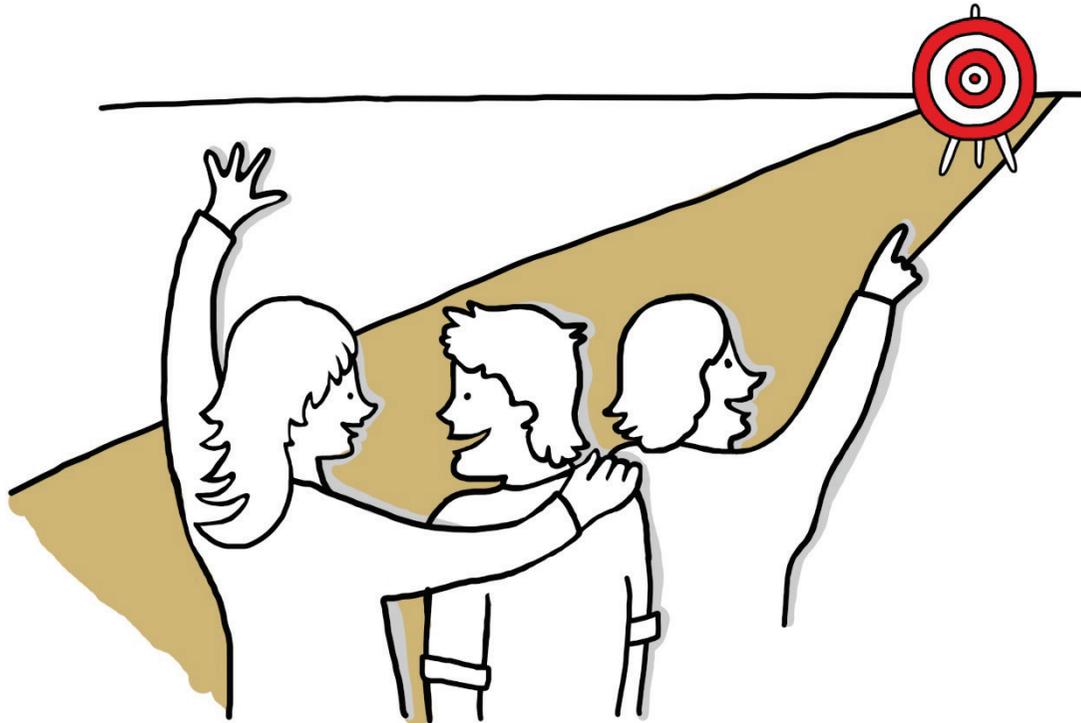




THE NORWEGIAN
CORRECTIONAL SERVICE

Operations Strategy



2014-2018

One correctional service

The Norwegian Correctional Service employs around five thousand people. Five thousand individuals with different educational backgrounds, fields of expertise and places of work. However, one thing we all share in common is that every day we do our best to perform our duties for the benefit of both society and the individual offender.

Our social mission is to enforce remand orders and sentences in a manner that reassures society and attempts to prevent recidivism. Our job is to help offenders change their criminal behaviour through their own efforts. Our goal is for offenders to choose a life free of crime upon release.

In order for our mission to succeed we need to successfully create one correctional service. We are spread out across the entire country and work with different forms of sentence enforcement. Irrespective of this, all of our work needs to be based on the same values, general goals and ethical framework.

This strategy is a tool for developing a uniform correctional service.

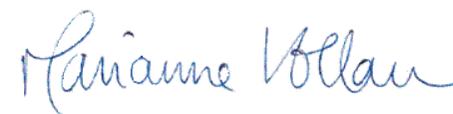
The strategy forms the basis for our internal development, prioritisation and operational management. It is intended to help us carry out our social mission and to help us achieve both our internal goals and the goals set for us by the Ministry of Justice and Public Security.

The strategy was developed together with managers and union representatives across our organisational units. The strategy was developed by people who will use it in their day-to-day work. Thank you to everyone who has contributed!

It is my sincere hope that by actively using and communicating this strategy, we can sustain and build on the commitment, motivation and enthusiasm that provided the basis for developing its content.

I wish you a successful strategy period!

Lillestrøm, 8 April 2014



Marianne Vollan
Director General

The Directorate of the Norwegian
Correctional Service



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An active Correctional Service - a safer society

Our social mission describes our raison d'être; what we were established to do. Our goals and vision are what we are striving to achieve. Our values express the approach we want to take in everything we do.

Social mission

The Norwegian Correctional Service's social mission is to enforce remand orders and sentences in a manner that reassures society and attempts to prevent recidivism. Our job is to help offenders change their criminal behaviour through their own efforts.

Vision

An active Correctional Service - a safer society.

Goals

Offenders will choose a life free of crime after completing their sentence.

Values

Our values shall characterise and enhance our behaviour towards offenders, partners and colleagues.

Openness

- We welcome involvement and share our knowledge
- We are open to new ideas and the opinions of others
- We invite society in

Respect

- We acknowledge each other's expertise and roles
- We are generous and inclusive
- We implement our decisions

Professionalism

- We carry out our social mission with a high degree of ethical awareness
- We have professional integrity based on knowledge
- We are reliable and honest

Commitment

- We are proud of our work
- We are curious and development-oriented
- We take the initiative and responsibility

We are proud of our work

The purpose of the strategy

The strategy is a tool that is intended to help employees of the Correctional Service - both managers and staff - carry out our social mission in a uniform, effective and appropriate manner for society and for the offender.

The strategy provides the basis for our management and prioritisation of measures, activities and resources centrally, regionally and locally.

With a solid foundation of core values, the strategy addresses the target areas we especially want to focus on during the strategy period from 2014 to 2018.

To ensure sentences are enforced in a safe, goal-oriented manner we focus on the following target areas:

- Safety
- Interaction

To ensure the correct dimensioning of quality and quantity we focus on the following target area:

- Capacity development

To ensure the Correctional Service can learn and is future-oriented we focus on the following target areas:

- Culture
- Skills

To ensure a robust working environment with implementation capacity we focus on the following target areas:

- Organisation and control
- Management
- Collaboration

Using the strategy

The strategy is a living tool. No deadlines have been set for the goals and measures and they are not mutually dependent on each other. The annual allotment letter will provide guidance on prioritisation.

The strategy will be revised as we develop and our general conditions change, and in line with other social changes. However, our ambitions will remain the same.

To ensure sentences are executed in a safe, goal-oriented manner

Safety

The Correctional Service's safety work aims to address the safety of society, offenders, employees and other public agencies. This applies whether sentences will be completed in the community or in prison.

Safety should be a byword for the entire Correctional Service and must be addressed by dynamic, static and organisational means.

Goals

- We make society safer
- We ensure sentences are enforced in a safe, goal-oriented manner for offenders
- We ensure the safety of employees
- We have a common safety culture

Measures

- We will introduce systematic and uniform assessments of offenders in relation to risk and needs
- We will maintain a professional relationship with the offender that results in good safety for the person and society
- We will further develop our safety culture with good contingency plans and suitable drills
- We will establish internal and external risk communication



To ensure sentences are executed in a safe, goal-oriented manner

Interaction

To achieve our goals we must maintain focused and good interaction with the offender, internally in the Correctional Service and in relation to public and private organisations and enterprises.

Our ability to facilitate and maintain goal-oriented interaction will be based on trust and our reputation.

Goals

- We interact with the offender in their systematic work on changing
- We have a good reputation
- We have a binding partnership with other social actors concerning good progression and returning the offender to society

Measures

- We will further develop knowledge-based measures and tools
- We want the offender to be surrounded by a systemised network
- We will ensure that knowledge about offenders can follow the person concerned throughout the enforcement of their sentence
- We will ensure that sentencing regulations facilitate collaboration
- We will review agreements with partners
- We will draw up new guidelines for working with voluntary organisations and business
- We will draw up a public relations and communications strategy



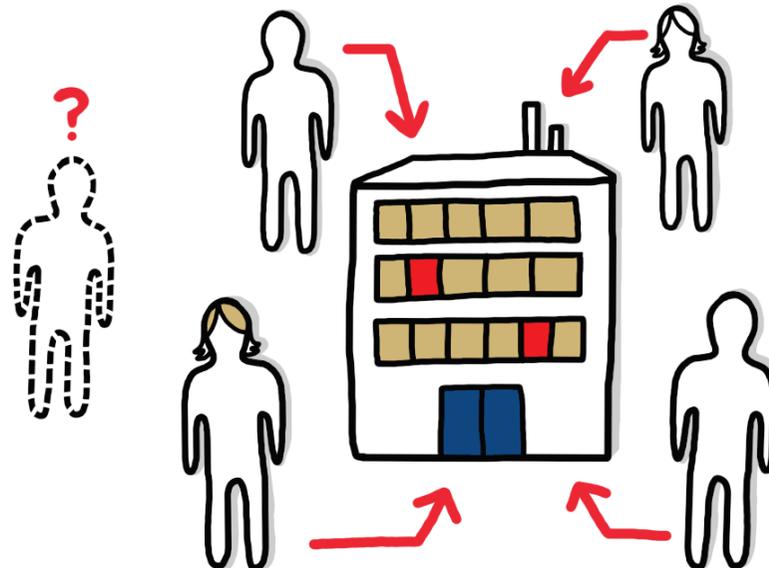
To ensure the correct dimensioning of quality and quantity

Capacity development

Good correctional services require the right qualitative and quantitative dimensioning of capacity and resources, for sentences completed both in the community and in prison.

In order to address society's need for safety and provide offenders with opportunities to change their criminal behaviour, we must have sufficient capacity and the right resources to enforce custody orders and sentences quickly.

Qualitatively appropriate sentence enforcement is closely related to safety and interaction. This makes demands in relation to both staffing and buildings and facilities.



Goals

- The sufficient capacity and right resources to enforce sentences
- Quality regardless of how a sentence is enforced
- 90% utilisation of prison capacity

Measures

- We will follow up the capacity plan's measures and recommendations
- We will improve resource use by tailoring duties and staffing in line with national studies looking at different concepts and capacity plans
- We will increase the use of sentences in the community
- We will provide information about alternative penal sanctions
- We will upgrade and/or redevelop existing prison buildings
- We will draw up a future-oriented standard for buildings and facilities
- We will establish 100 - 200 temporary prison places
- We will establish more prison places
- We will review and assess the allocation of duties between sentence enforcement units

To ensure the Correctional Service can learn and is future-oriented

Capacity development

As employees of the Correctional Service we are all culture bearers and through this culture are building a shared identity.

Our culture is characterised by our values and is manifested in our communication, behaviour and attitudes.

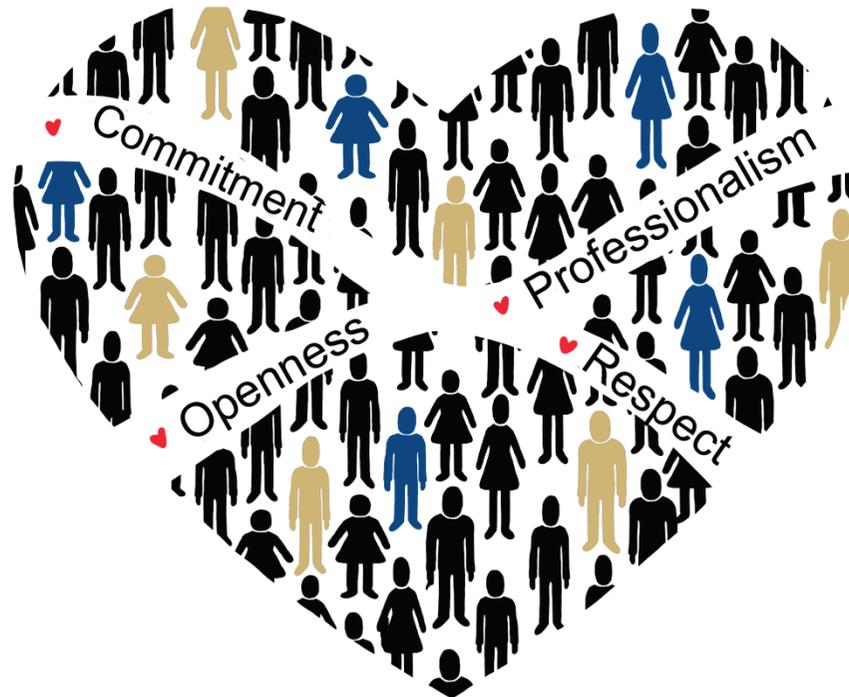
We are a single correctional service in which everyone has a shared responsibility for a culture characterised by openness, respect, professionalism and commitment.

Goals

- Our culture is reflective, innovative and inclusive
- Our culture is based on a shared identity

Measures

- We will systematically put the Correctional Service's culture on the agenda
- We will perform our duties in line with our professional code of ethics
- We will design and adopt common, visual symbols that display our identity



To ensure the Correctional Service can learn and is future-oriented

Skills

At a time when both society and the crime situation are changing ever faster, we have to

build up contemporary skills. These skills must address both the needs of today and those of future challenges.

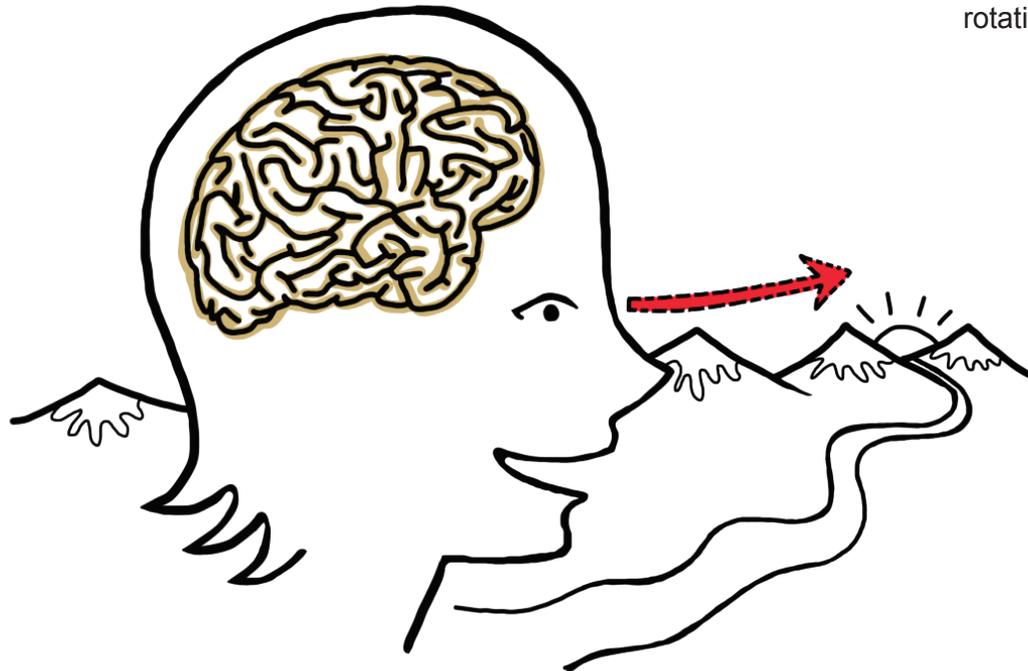
They must also reflect both national and international trends.

Goals

- Our employees have up-to-date skills
- We recruit, develop, and retain qualified employees
- We use our skills flexibly and our resources effectively

Measures

- We will draw up a skills strategy
- We will remain professionally up-to-date and further develop and use new knowledge and skills
- We will develop and offer skills that meet the needs of the Correctional Service
- We will facilitate placements and job rotation



To ensure the Correctional Service can learn and is future-oriented

Organisation and control

Organisation and control are not goals in themselves, but rather means of improving our implementation capacity such that we can fulfil our social mission effectively and appropriately.

Our organisation must deploy resources effectively so that we can achieve appropriate resource utilisation, good personnel management and cost-effectiveness.

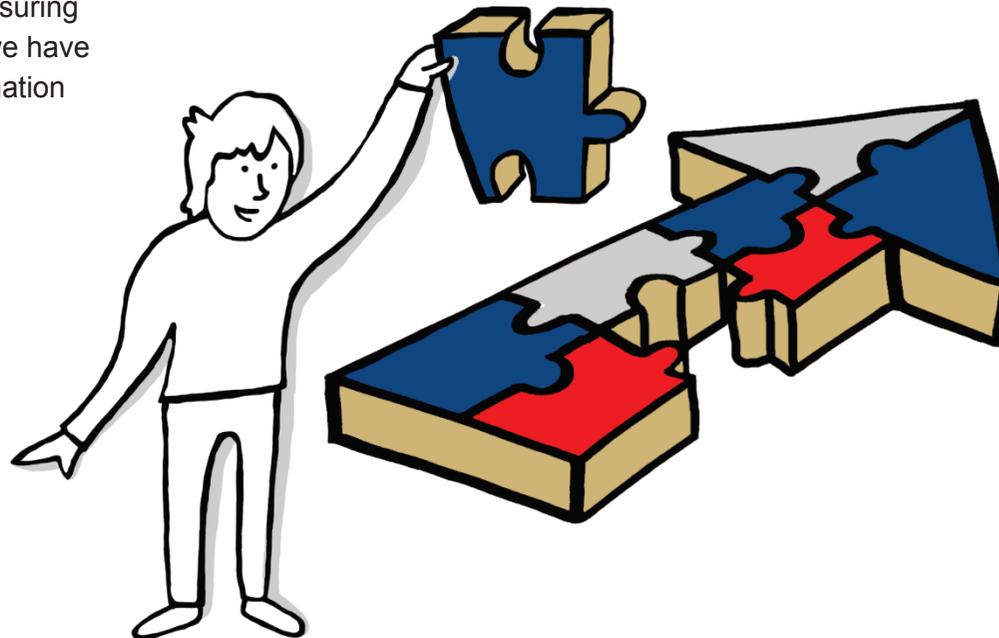
One important general condition for ensuring good implementation capacity is that we have access to good, relevant control information throughout the service.

Goals

- Our resources are organised effectively
- We have common tools that help us perform our work

Measures

- We will merge units where appropriate
- We will share expertise and services
- We will introduce a new agency system and eliminate shadow ICT systems



To ensure the Correctional Service can learn and is future-oriented

Management

Good, proper management is one of our most important means of ensuring that as a single correctional service we can improve our implementation capacity and realise our social mission effectively and appropriately.

Our values provide a basis for management at all levels of the Correctional Service. A shared values and knowledge based management philosophy will enable us to ensure the entire service can help realise our goals.

The development of a common management platform for all managers in the Correctional Service must address uniform management principles, guidelines for management recruitment and the development of good management skills.

Goals

- We are clear, visible and consistent managers
- We are values and knowledge based managers
- We are change and development oriented managers

Measures

- We must draw up a common management platform



To ensure a robust working environment with implementation capacity

Collaboration

The strategy will be put into practice by people who will embody our values and ensure that we fulfil our social mission.

The essence of good collaboration is successfully helping each other perform well. At the same time we must make demands on, and have expectations of, each other so that each of us can take active responsibility for achieving our goals.

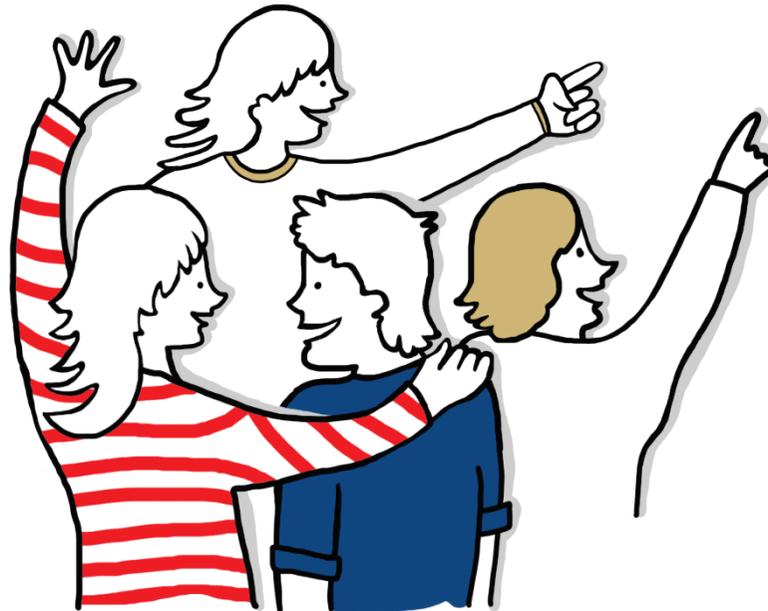
Good collaboration is closely linked to culture, management, organisation and control.

Goals

- As an employee I take responsibility for achieving our goals and helping myself and others perform well
- As an employee I live up to our values

Measures

- We will draw up a HR strategy
- We will draw up and incorporate criteria for good collaboration
- We will have an active intranet as an information base
- We will revitalise our ethical guidelines in line with our values
- We will develop good forums for interaction
- We will develop new tools for performance assessment interviews





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