



Ministerie van Veiligheid en Justitie



KRIMINALOMSORGEN

NeNo

*A cooperation between The Netherlands and Norway
Lessons learned so far...*



Juni 8 th 2016



A short introduction

- Jan Roelof van der Spoel, Staff and Facility Manager of Norgerhaven Prison
- Karl Hillesland, Governor of Norgerhaven Prison
- In Veenhuizen The Netherlands annex of Ullersmo Fengsel





A short introduction 2

- Norway needs more cells
- The Netherlands have too many cells
- Minister of Justice Anders Anundsen and State Secretary of Justice and Safety Fred Teeven sign the treaty about renting 242 cells in Norderhaven on March 2nd 2015 for a period of 3 years, with a possibility to prolong.





A short introduction 3

- The goal of the project: 242 men, who are convicted in Norway, serve their sentence in Norgerhaven under Norwegian legislation.
- The first inmates arrived on September 1st 2015 by plane.
- Dutch staff was trained in English and Norwegian prison laws and ways.





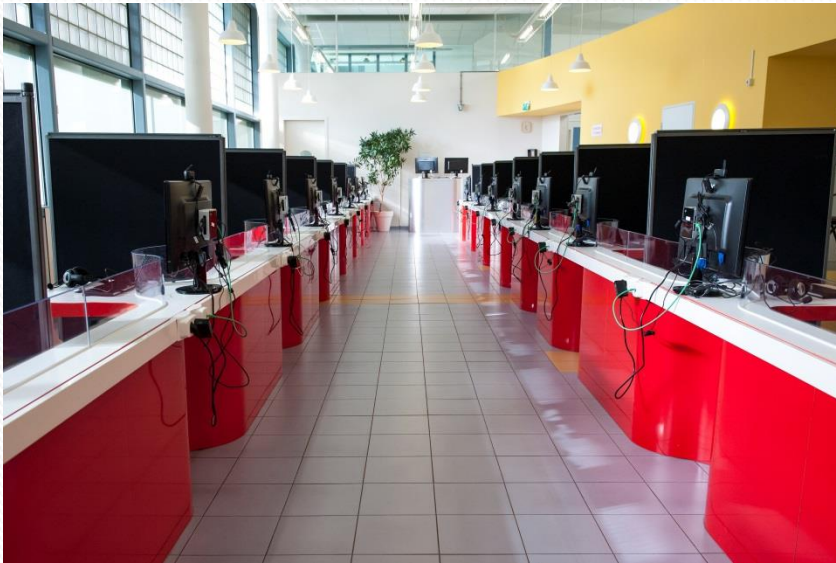
First conclusions so far...

- A large and complex project
- A lot of political attention
- A lot of media attention
- No major incidents
- Positive first evaluation
- Satisfied inmates: 64 % volunteers
- Compliments for the staff





Challenges 1



- The first months mainly technical
- Skype, school computers
- Procedures, forms, house rules: had to be developed.
- No trial period, no dry run, a lot of improvisation.
- Lesson learned: do a dry run, test everything, take time to prepare everybody and everything





Challenges 2

- Food, bread, kitchen equipment, bread spreads, ovens
- Inmates were not used to Dutch food, less fish
- We made changes, increased amount of bread (and decreased it again a few months later), changed bread spreads, installed ovens.





Media attention

- Norwegian and Dutch Newspapers, Dutch and Norwegian national TV, Dutch regional radio and TV, Danish Newspaper, German Newspaper, French ARTE TV, Japanese Fuji TV, CNN, Al Jazeera
- > 20 interviews
- Lesson learned: include media training!





Visitors



- We had hundreds of visitors so far. From: the ministry, KDI, KRUS, Jussbuss, Salvation Army, FFP, Way Back, lawyers, legislators, etc.
- Each visit takes time and energy to prepare. Especially in the hectic first period.
- Lesson learned: Limit amount of visits, be critical on requests.





Filing systems



- The Dutch use Tulp, the Norwegians Kompis and Doculive
- Language problem: Norwegian, Dutch and English
- Lesson learned: manage expectations about information





Differences

- Norway and The Netherlands share the same basic values towards detention: humane and respectful treatment of prisoners and giving them the chance on a better life after release.
- In how we put this into practise we differ. It is not about which way is better, it is an invitation to look in the mirror with an open mind.





Import model versus internal model



- Norway imports health services, education, library and religious services from society.
- The Dutch employ doctors, nurses, teachers, librarians and priests.
- Lesson learned: In Norway the services are equal to services in society. In The Netherlands staff is prison staff and focussed and trained on working with inmates.





Disciplinary system



- A Dutch prison governor decides on a disciplinary sanction within 24 hours after the incident after he personally questioned the inmate.
- A Norwegian governor decides after about 2 weeks based on an incident report and a questioning report written by staff.
- Lesson learned: In the Dutch system inmates are confronted with consequences of their actions fast. The Norwegian system involves staff more and decisions are more balanced.





Labour



- The Norwegians focus more on labour as an opportunity to gain experience and learning a craft.
- The Dutch focus more on labour in regards to cost efficiency. Gaining experience and learning is important but should not cost too much.
- Lesson learned: The Dutch way is cheaper. The Norwegian way gives some of the inmates more opportunities.





Staff

- The Dutch distinguish between prison officers and prison guards.
- Officers work in close contact with the inmates.
- Guards focus on security, inspections, checks, operating doors, camera observation.
- They both have to do a physical test every year including: running, climbing stairs, pushing a cart, moving a body, simulating a fight. They have to be fit.

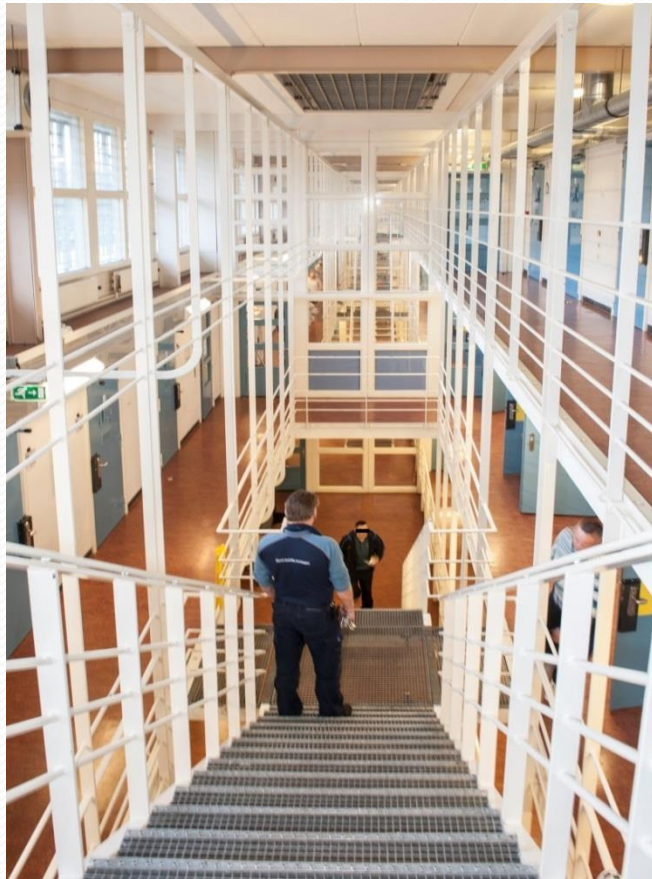




Linear versus parallel program

- The Dutch use a parallel program to organize activities for inmates. Half the inmates work, the other half do other activities: education, sports, medical service, visits, recreation, library, etc.
- The Norwegians use a linear program. One activity after another. Work from 8 till 15, than other activities have to take place.





Planning system staff

- The Dutch use a planning system for staff that takes into account: vacation, sickness of staff, schooling, parental leave, etc. They plan extra staff in advance.
- The Norwegians plan what is necessary. In case of: vacation, sickness of staff, schooling, etc. they have to bring in extra staff.





Program for potential leaders



- The Dutch have a regional program to select potential leaders.
- They get a chance to develop the competences needed.
- They are assessed, trained and do internships.
- Most of them find a job as a leader before they finish the program.

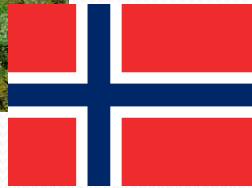




Mandate of the governor

- The Norwegian governor has a larger mandate towards inmates.
- He decides on leave, 2/3, transfer to (half) open prison.
- A Dutch governor gives an advice. The head office, a judge or public prosecutor decides.





Culture

- Culture is what you consider normal, logical, important without question (one of a thousand definitions).
- By working closely together you slowly notice the differences, first you raise your eyebrows (why?) then you shake your head and say: O, it's culture.





Language

- English is the language we use.
- It is not our native language, we think in Norwegian and Dutch.
- Words sometime have different meanings, this leads to misunderstanding sometimes.
- Lesson learned: Words are not enough, you need to explain and define what is meant and check if you are understood.





Bureaucracy

- The Dutch have rules and procedures for everything, especially when there is money involved. This takes time, a lot of time. Something simple as ordering headsets for Norwegian staff can be a problem, because they are not in the catalogue of the Dutch prison service...





Consensus

- The Norwegians aim at consensus. They talk about a subject, discuss it again, weigh options, put it on the agenda once again, list possible decisions and discuss each till everybody agrees.
- The Dutch define the problem, prepare themselves, weigh the options, take a decision and move on.





Trust versus distrust



- The Norwegians start with trust, the benefit of the doubt. First you get a privat visit, if you misbehave, action is taken.
- The Dutch start with distrust. First a visit in a large room with many others, if you behave well enough, you may be granted a privat visit.





Lesson learned



- This project had been a learning experience from day one for all involved.
- Both countries can benefit from this by looking for the best of both worlds.
- It is a key to success!!





Questions??

