



Functional Assessment and Analysis of Working Processes

in Prison No. 7 - Rusca

Chisinau, 2016

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**Functional Assessment and Analysis of Working Processes
in Prison No. 7 – Rusca/Vîlcu Natalia;** contributor: Burciu
Nadejda; The Norwegian Mission of Rule of Law Advisers to
Moldova. – Chişinău: S. n., 2017 (Tipogr. "Bons Offices"). –
58 p., 100 ex.

ISBN 978-9975-87-210-2.

343.9(478)

V-60

Front and back cover photos: **Ramin Mazur.**

Layout & design: **Ion Axenti.**

Translation: **Intart Design SRL.**

Print: **BONS Offices Printing House.**

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FOREWORD

The Norwegian Mission of Rule of Law Advisers to Moldova (NORLAM) is a sector program implemented by the Norwegian Ministry of Justice and Public Security and financed by the Norwegian Ministry of Foreign Affairs. One of the objectives of NORLAM's activity is to reduce violations of human rights in prisons and to strengthen the institutional capacity of the Department of Penitentiary Institutions and of the prisons in Moldova. In order to achieve this objective, NORLAM selected Prison No. 7 – Rusca to pilot there new practices of institutional management and propose a new model of prison with an efficient management of human, material, financial resources focused on resocialization and reintegration of inmates.

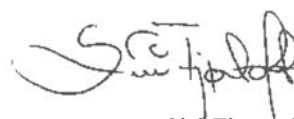
In the preparatory phase of the pilot-project (2015), the employees of Prison No. 7 – Rusca were involved in several workshops. They also took part in two study visits to Romania and one to Norway. During these activities, the prison employees managed to identify and prioritize their needs and problems they face in their daily activity.

The next stage of the pilot-project is the development of this report. The purpose of the report is to present and analyze the organizational structure of Prison No. 7 – Rusca; to analyze the key areas of activity and the duties of prison employees, and to assess some working processes in the prison in order to identify factors that decrease the efficiency of the prison staff activity and limit their awareness of the mission of the institution they work in. It is for the first time

the functionality of a penitentiary institution from the Republic of Moldova has been assessed by an international organization.

We express our hope that this report will be used by the decision-making authorities in the penitentiary system to review the legislative and normative framework and to optimize the process of organizing the activity of the prison employees. The optimization of the prison staff activity will contribute to the elimination of unproductive use of time and to the switch of the staff's efforts to direct communication with inmates, to reduction of the degree of inefficient use of human and material resources, to uniform procedures in prisons and to a decrease of the burden of record keeping and processing of data by prison staff.

NORLAM team would like to express its gratitude to the management of the Department of Penitentiary Institutions (DPI) for supporting the idea of developing this report and for facilitating the access of NORLAM representatives to the premises of Prison No. 7 – Rusca. We are also grateful to the management and the staff of Prison No. 7 – Rusca for their openness, cooperation and time dedicated to NORLAM team to discuss the daily activities and fill-in the questionnaires.



Siri Fjortoft

Head of Mission
NORLAM

1. EXECUTIVE SUMMARY

The report was developed by the Norwegian Mission of Rule of Law Advisers to Moldova (NORLAM) within the pilot-project conducted in Prison No. 7- Rusca. This initiative is also to complete the efforts of the Department of Penitentiary Institutions (DPI) undertaken in line with the Strategy for the Development of Penitentiary System for 2016-2020, General Objective 1. Increase the efficiency of administration of the penitentiary system. One of the expected results of this objective is to optimize the institutional framework specific to the activity of the penitentiary system.

In this report the main activities and the manner they are organized in Prison No. 7 – Rusca were analyzed, along with a number of internal processes identified with a view to illustrate the key components of each process described, the prison staff involved in the process, the information transmitted at different stages of the process, the quantity of material resources used during the process, the number of sources of information where the prison staff introduces the same type of information, etc. The analysis of the aforementioned aspects allowed determining what staff actions need to be optimized in order to reduce the time spent and the number of staff carrying out particular tasks.

The main findings in the report show that the employees of Prison No. 7 – Rusca perform administrative duties, duties ensuring static security in the prison and duties ensuring dynamic security. The share of employees performing duties ensuring static security is the largest in the prison. At the same time, the figures obtained after processing the questionnaires reveal that the greatest share of efforts of the prison staff are

used to perform documentation and reporting activities.

Following the analysis of the working processes it had been established that they are characterized by involvement of a considerable number of employees, double record on paper and electronically, application of numerous filters of approval of requests/ other documents and recording of the same type of information in many record keeping sources. The practice to enter all the actions in the record keeping registers and to apply signatures in every register is a consequence of a high level of control and the need to report the documented actions to the management/higher-level bodies.

The recommendations formulated in the report are aimed at drawing the attention of the penitentiary system authorities over the need to reorganize the penitentiary institutions and to review the legislative and normative framework in order to ensure the individualized execution of punishment. The expected result is the switch of the prison staff's focus from reporting and documentation duties to the ones ensuring the dynamic security in prisons focused on resocialization and reintegration of inmates. On the other hand, speaking about the working processes, we referred to the need to review the normative acts regulating the activity of the penitentiary system in terms of decentralizing the decision-making process, delegating duties and eliminating multiple approval levels, reducing the number of record keeping registers, optimizing and automatizing the activity of the prisons.

METHODOLOGY



In August 2016, NORLAM representatives conducted four visits to Prison No. 7 – Rusca. The purpose of the visits was to document the prison's internal processes. In order to achieve this goal, the following methods were applied: questionnaire, interview, observation, analysis of documents, and analysis of data.

The method of questionnaire implied filling-in by 30 prison employees of a questionnaire developed to identify the basic duties of the staff in charge of the corresponding services (Annex 7). Most of the heads of services of the prison (3 heads of services were on their annual leave), as well as staff at their workplace on the date of visits, filled-in the distributed questionnaires. We avoided to question all staff members performing identical duties (for instance, 17 guards, 4 group commanders, 4 heads of guard) and we selected only one/two staff members to this end. The questionnaire included questions related to the description of employees' priority duties, identification of beneficiaries of fulfilled duties, determination of the efforts undertaken to fulfil the tasks, etc. The analysis of the filled-in questionnaires enabled us to present quantitative data in the report.

The interview method was applied to collect information about the manner in which the work of prison staff is organized. The interview implied addressing a set of questions to randomly selected employees at work on the date of the interviews (deputy head of the prison, heads of services, heads of sector, psychologist, group commander, accountant, etc.). They allowed us to identify the internal work processes, input and output documents and employees responsible for performing certain duties that were part of the analyzed processes.

The observation method was applied to determine the behaviour of the prison staff, the interpersonal relationship expressed via verbal and non-verbal language, the manner of communication and work environment of the prison staff.

The analysis of the documents focused particularly on studying the content of registers used by the prison staff and on documents envisioned by laws and regulations, which are mandatorily issued by the prison staff to perform certain procedural actions. The results of the analysis allowed us to identify, among others, registration of the same information in several sources – one of the factors decreasing the performance of the prison.



FUNCTIONAL ASSESSMENT OF THE PRISON NO. 7 – RUSCA

3.1 Legislative and Normative Framework

The activity of prisons from the Republic of Moldova is regulated by the Constitution of the Republic of Moldova, organic laws, ordinary laws, Government decisions, orders of the Ministry of Justice, orders of Director General of the Department of Penitentiary Institutions and orders of the prison governor.

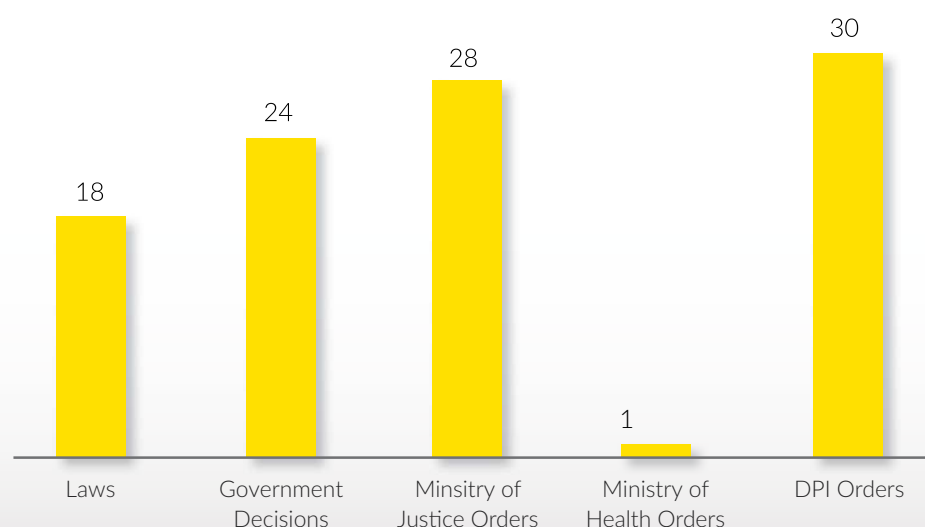
For the purpose of this report, we tried to identify all the legal acts regulating the activity of Prison No. 7 – Rusca. During this endeavour we faced the issue that there were many legal acts related to prison activity. Therefore, the list of laws and regulations included in this report is not exhaustive (Annex 1). We limited ourselves to the acts available in the State Register of Legal Acts of Moldova www.lex.justice.md

and to the orders of the Ministry of Justice and the Director General of the Department of Penitentiary Institutions, which prison staff referred to during the interviews.

Prison No. 7 – Rusca follows in its activity about 101 laws and regulations (**Annex 1**). As shown in **Figure 1**, the share of documents issued by the DPI accounts for 29,7% of all the documents regulating the activity of the prison.

The operations of each service in the penitentiary system are regulated by separate sets of laws specific to the activity of the prison. After reviewing the regulations approved by orders of the Ministry of Justice and DPI and the job descriptions of the prison staff members, we found several overlaps in the duties fulfilled by the prison staff according to regulation provisions. A relevant example in this regard are the

FIGURE 1. Regulatory framework by types of documents



duties related to monitoring the sentence serving term and the salary payment to inmates performed by the financial service, special service and educational, psychological and social assistance service.

When organic and ordinary laws do not contain very clear provisions about the manner of performing the activities in prison and the staff responsible for certain activities, the existence of numerous regulations describing in detail the areas of activity of each service in the prison may be explained. However, an excessive regulation of the areas of activity is always accompanied by the risk that the staff of the institution would limit themselves strictly to the fulfillment of the provisions stipulated in regulatory framework. As a result of such a practice, the innovative ideas of the staff are being suppressed and new approaches in the area of enforcement of criminal punishments are avoided. At the same time, an excessive number of legal acts, instead of contributing to ensuring clarity in the course of performing the professional duties of the prison staff, may lead to confusion and lack of a clear understanding of the manner to perform certain duties.

3.2. Organizational Structure and Areas of Activity in Prison No. 7 – Rusca

According to the staff roster, the following number of staff positions are provided for Prison No. 7 – Rusca:

1. Prison Governor (1 unit)
2. Deputy Prison Governor (1 unit)
3. Legal Service (1 unit)
4. Human Resource Management and Personnel Activity Service (2 units)
5. Special Service (2 units)
6. Secretariat Service (1 unit)
7. Logistics Service (13 units)
8. Financial Service (4 units)
9. Security Service (3 units)
10. Educational, Psychological and Social Assistance Service (7 units)

11. Healthcare Service (8 units)
12. Regime and Supervision Service (32 units)
13. Guard and Escort Service (30 units)

According to staff roster the total number of employees is of 105 persons, out of whom 35 are officers, 56 – non-commissioned officers and 14 – civil employees.

The *de facto* number of employees, on the day of the visit was¹:

1. Prison Governor (1 person)
2. Deputy Prison Governor (1 person)
3. Legal Service (1 person)
4. Human Resource Management and Personnel Activity Service (2 persons)
5. Special Service (2 persons)
6. Secretariat Service (1 person)
7. Logistics Service (10 persons)
8. Financial Service (4 persons)
9. Security Service (2 persons)
10. Educational, Psychological and Social Assistance Service (6 persons)
11. Healthcare Service (8 persons)
12. Regime and Supervision Service (36 persons)
13. Guard and Escort Service (29 persons)

The total *de facto* number of staff employed at the time of the visits had been of 103 persons as compared to the 105 persons provided for in the staff roster.

According to the information received from the staff, it appears that Prison No. 7 – Rusca faces a major issue – acute shortage of staff. Thus, for a proper functioning of the Regime and Supervision Service, its staff mentioned the need for including 8 supervisors and 4 on-duty officer assistants in the staff roster.

The Guard and Escort Service stated that they could not form reserve groups in emergency cases given that the number of staff is insufficient. In addition, the Guard and Escort Service did not have enough

¹ The services of the Prison No. 7 - Rusca where the number of employees exceeded the number set in the staff roster was highlighted in bold.

employees to escort the inmates, so the employees from all the prison services were involved in this process. The cynologist could not be involved in escorts, because according to staff roster only one person is in the position of cynologist. Hence, according to the prison staff, in order to ensure a proper fulfilment of the job duties, the Guard and Escort Service needs to be supplemented with 4 cynologists and at least 12 guards.

The Special Service also does not have enough employees and its staff believed that it should be supplemented with one more person.

Considering the organization chart of Prison No. 7 – Rusca (Annex 2), the institution is characterized by vertical organization of services. The vertical institutional organization implies – as the interviews showed – that the management of the prison (institutional management) is vested with the necessary authority to take all important decisions that have to be executed without delay. **The decision-making process is centralized and it does not imply a significant contribution of the prison staff.**

Thus, the decision maker is separated from the executor who unconditionally applies the orders and instructions received. Following the analysis of the information obtained during the interviews and observation, we stated that the duties fulfilled in Prison No. 7 – Rusca are based on objectives, strict rules and instructions describing the job of each employee and envisaging a particular framework of actions. The interaction among the services of Prison No. 7 - Rusca is done in a very structured manner implying meetings and ongoing reporting and monitoring activities. Prison staff reports vertically to the service heads who, in their turn, report to the prison governor and/or deputy prison governor.

The analysis of the Regulation of Internal Order of Prison No. 7 – Rusca and of the job descriptions reveals clearly that each service

of Prison No. 7 - Rusca has its own pre-set goals and objectives, each employee being in charge for a set of tasks.

Although at first glance such an approach of organizing activities in prison seems to be very well structured, it has a number of disadvantages.

First of all, we saw that the employees are discouraged to cooperate and exchange information and do it within the limits of their job duties only. The executive employees are not involved in the decision making process in the prison and limit themselves strictly to the duties set forth in the written regulations. As a result, their initiative and motivation reduces considerably.

The interviews revealed that focusing on fulfilling a particular set of tasks, the employees have a very narrow vision of the purpose and functions of the organization they work in. They attach a major importance to the duties they fulfil. Prison No. 7 – Rusca lacks a common vision and mission shared by all employees, who would direct a significant part of their efforts to implement prison's vision and mission.

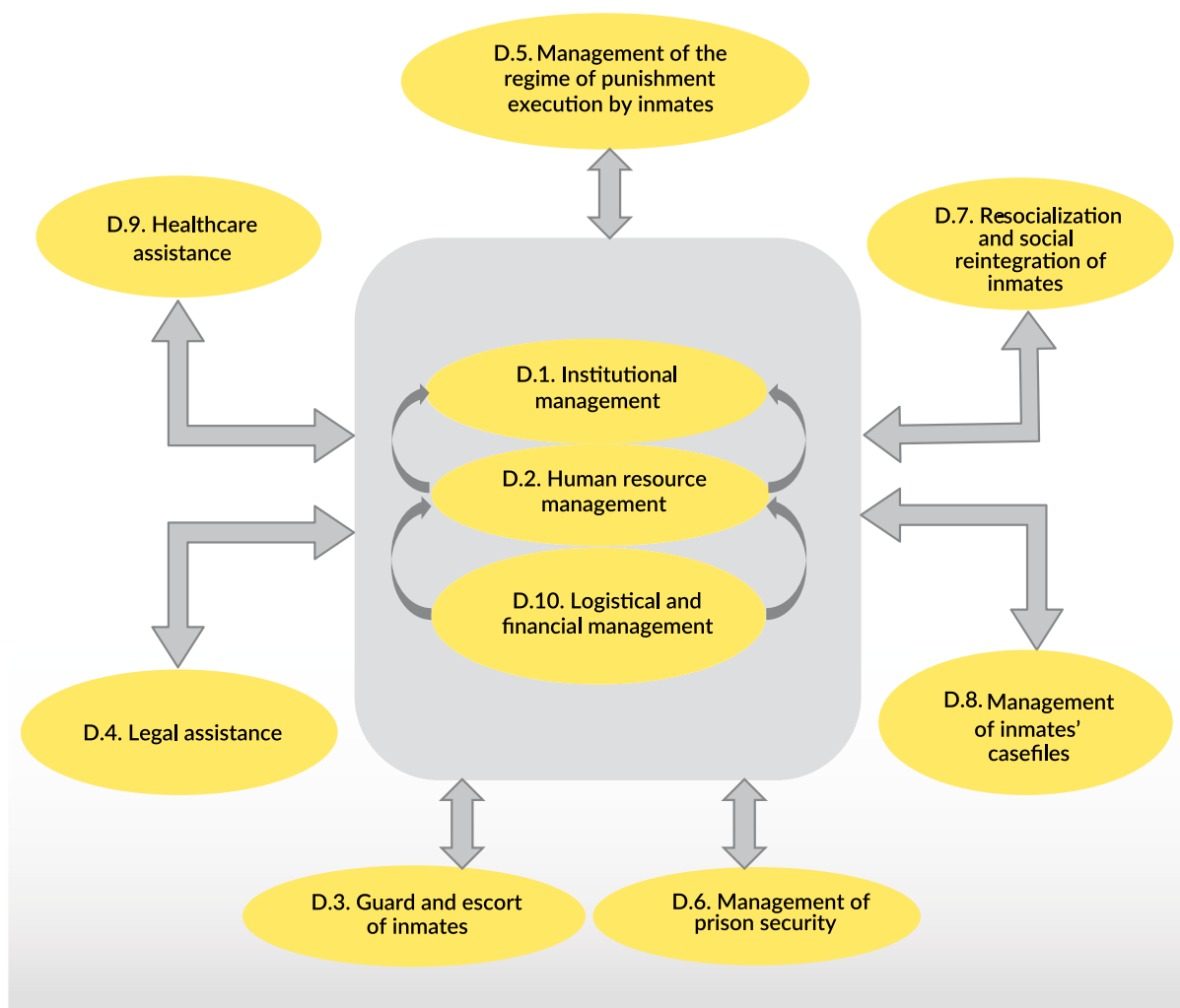
Another possible demotivating factor resulting from the interviews is that the prison staff must participate several times a month in internal trainings and to summarize the courses in writing. The summaries are subsequently verified by the heads of services and DPI employees. An additional factor increasing the employees' level of stress and dissatisfaction is that the head of Human Resource Management Service checks the knowledge of trained employees once in three months and the DPI – once in six months. In addition, the topics of trainings are the same year by year and in many cases they do not fall within the competence of the trained staff. The training requirements set are the same for all categories of prison employees.

Given the analysis of the organization chart, the Internal Order Regulation of Prison No. 7 – Rusca and the job descriptions, all the functions and duties were synthesized and included in Table 1, Annex 3. The following main areas of activity conducted by the services of Prison No. 7 – Rusca were identified:

- **D.1. Institutional management** – duties focused on planning, organizing, coordinating, assessing and monitoring of the activity of the prison staff, including on keeping records and management of official documents by prison management, heads of services and the employee of the Secretariat Service.
- **D.2. Human resource management** – duties focused on attracting, maintaining, developing, motivating, sanctioning and using human resources in the prison, fulfilled by prison management, heads of services and Human Resource Service.
- **D.3. Guard and escort of inmates** – duties focused on planning, organizing, coordinating and monitoring of the inmates' guard and escort, as well as on keeping record of weapons, ammunitions and special means, fulfilled de jure by the Guard and Escort of Service.
- **D.4. Legal assistance** – duties focused on ensuring the observance and uniform application of legislation in the prison, fulfilled by the Legal Service.
- **D.5. Management of the regime of punishment execution by inmates** – duties focused on professional and fight training, education, service discipline, and on ensuring security of convicts and their compliance with the measures included in the daily program, fulfilled by the Regime and Supervision Service.
- **D.6. Management of prison security** – duties focused on carrying out special activities to investigate, prevent and discover crimes prepared or committed in the prison, fulfilled by the Security Service.

- **D.7. Re-socialization and social reintegration of inmates** – duties focused on educative actions with a view of correcting behavior of convicts, developing useful social skills and their efficient social reintegration, fulfilled by the Educational, Psychological and Social Assistance Service.
- **D.8. Management of inmates' casefiles** – duties focused on preparation of documents required upon arrival, transfer and release of inmates and on keeping record of the sentence terms, fulfilled by the Special Service, Educational, Psychological and Social Assistance Service.
- **D.9. Healthcare assistance** – provision of healthcare assistance to inmates, ensuring observance of sanitary-hygienic rules, promotion of a healthy lifestyle and preventing of infectious diseases, fulfilled by the Healthcare Service.
- **D.10. Logistical and financial management** – duties focused on creating proper material basis in prison with a view of ensuring living conditions for convicts, organizing and control over the rational use of material goods, energetic resources, water, rational management of financial resources of the prison, calculation of salaries for the prison staff and employed convicts, and depositing money on their peculium account, fulfilled by the Logistics Service and Financial Service.

The manner of organizing areas of activity in Prison No. 7 – Rusca is presented in Figure 2 below and it results from the organization chart of the institution (Annex 2) and the discussions with the prison staff. Institutional management, human resource management and financial management are the areas of activity not involving direct and permanent interaction with inmates. Given the vertical organizational structure of the prison, common for the most public institutions and characterized by strong hierarchy of positions and multiple reporting levels, the share and importance of the three areas of activity mentioned above is very significant.

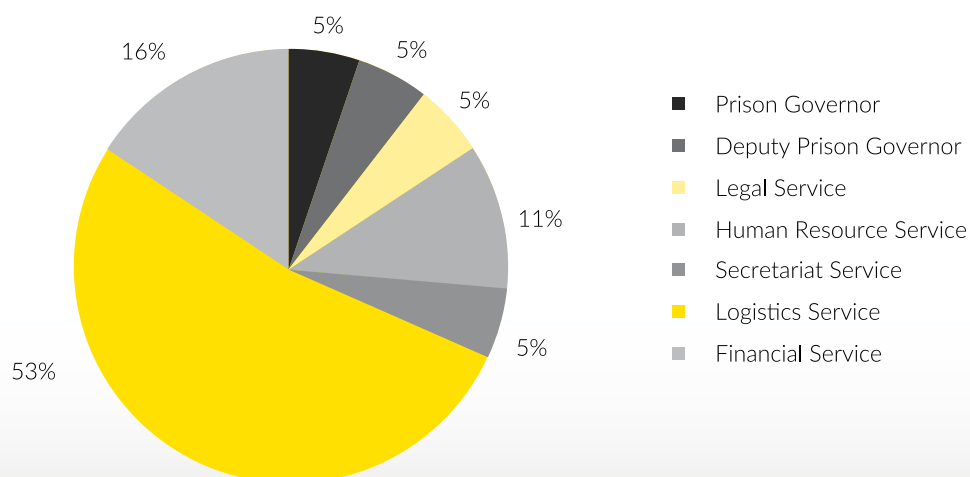
FIGURE 2. Manner of organizing activity in Prison No. 7 – Rusca

Considering the aforementioned, it may be concluded that the services within Prison No. 7 – Rusca are organized so that the efforts of the staff are focused on achieving the goals and objectives set for every service separately and not on the common vision and mission – resocialization and reintegration of inmates. Resocialization and reintegration of convicts is not the priority area of activity of the prison. Communication in the institution is organized vertically. Hence, it is necessary to partially decentralize the services, eliminate multiple levels of hierarchical subordination and reporting, provide the staff with the possibility to take part in the decision-making process and come up with innovative ideas and solutions for their day-to-day work.

3.3 Analysis of the Duties of the Service Staff in Prison No. 7 - Rusca

The functions of the services and the duties of the employees of Prison No. 7 – Rusca result from the normative acts regulating the activity of the penitentiary system and are expressly provided for in the Regulation on Internal Order of Prison No. 7 – Rusca and in the job descriptions approved by an order of the Prison Governor.

The analysis of the aforementioned documents revealed that at human resource level, the duties performed by the staff may be conventionally divided into administrative duties, duties ensuring static security and duties ensuring dynamic security (Figures 3-6).

FIGURE 3. Prison staff with administrative duties**Share of staff with administrative duties**

Administrative duties include the work performed by staff to ensure proper carrying out of prison's administrative activity and to provide the inmates and staff with appropriate technical-material resources. The administrative duties by the services specified in Figure 3 do not exclude the performance of a limited number of duties ensuring static and/or dynamic security.

The duties ensuring static security include, for the purposes of this report, the contact with inmates limited to ensuring the security via supervision, guard, escort and call-up of inmates. The performance of this kind of duties does not exclude the execution by some staff members specified in Figure 4 of certain duties of administrative nature. Thus, as it results from Figure 4, to a great

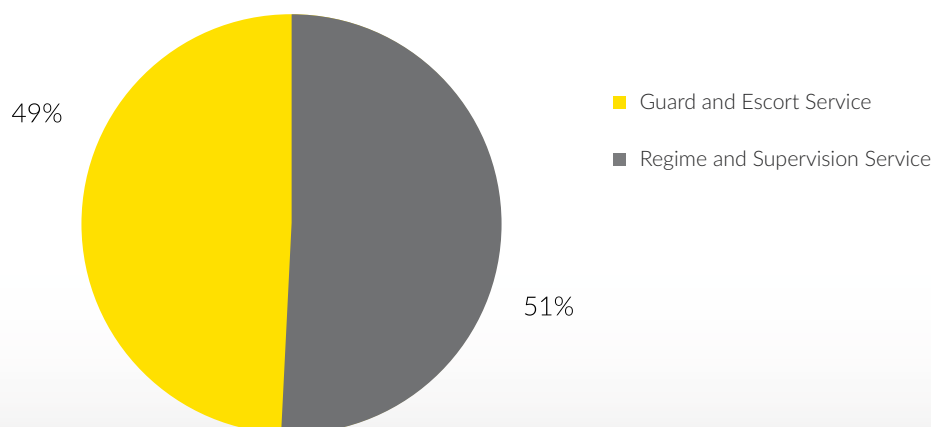
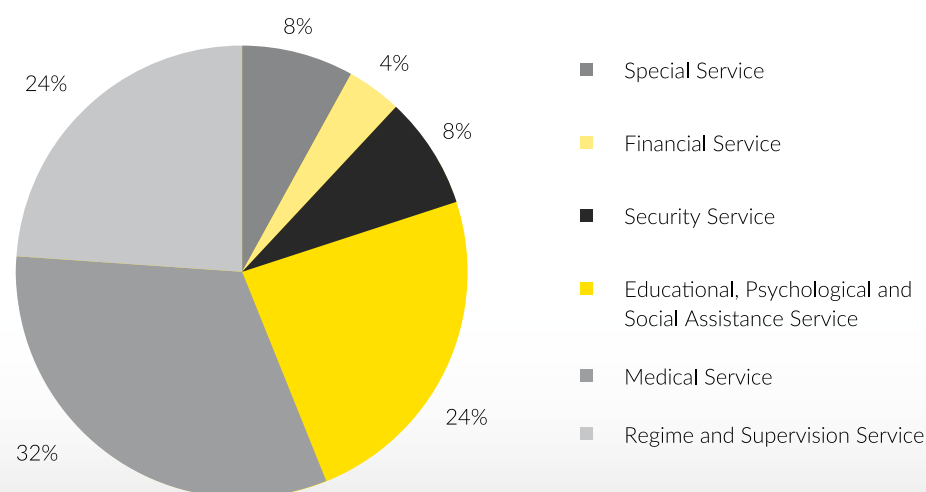
FIGURE 4. Prison staff with duties ensuring static security**Prison staff with duties ensuring static security**

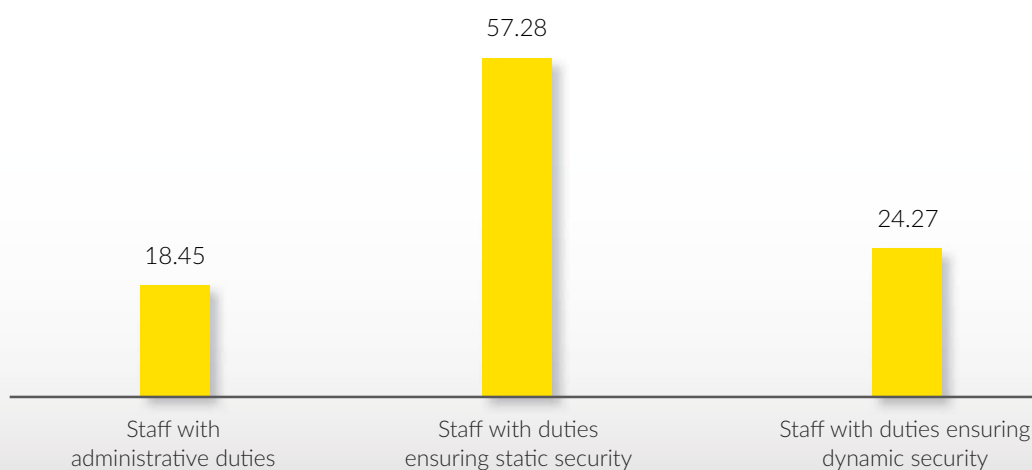
FIGURE 5. Prison staff with duties ensuring dynamic security**Breakdown of prison staff with duties ensuring dynamic security**

extent, except for cases when the staff of other services get involved in escorting the convicts, most of the staff of the Regime and Supervision Service and Guard and Escort Service ensure the static security, contributing thus to the maintenance of order within the prison.

Dynamic security includes actions of the employees, such as getting to know the inmates, managing conflicts, solving problems of the inmates, involving inmates

in educative programs, ensuring healthcare, psychological counselling for convicts, collecting information, etc.

Considering the data in Figure 5, it may be stated that the highest rate of employees interacting directly and dynamically with the inmates are employees of the Healthcare Service (32%), followed by the employees of the Educational, Psychological and Social Assistance Service (24%) and of the Regime and Supervision Service (24%).

FIGURE 6. Total share of prison staff by duties

Thus, in July 2016, given the total number of 363 women serving their sentences in the Prison No. 7 – Rusca and the total number of 103 prison staff members, the ratio of employees per inmate was of 1 to 3.52. However, according to the observations made during the documentation visits and following the review of the job descriptions, only 24.27% of the employees interact dynamically with the inmates, the other 75.73% fulfil administrative duties and the ones ensuring static security by guarding and escorting inmates². As a result, given those 24.27% (25 employees) in direct and dynamic contact with the inmates, it may be stated that the de facto ratio of employees and inmates is of 1 to 14.52. This ratio appears to be far too high to allow full achievement of the purpose of the criminal punishment in prison – correcting the behavior and preparing the inmates for release.

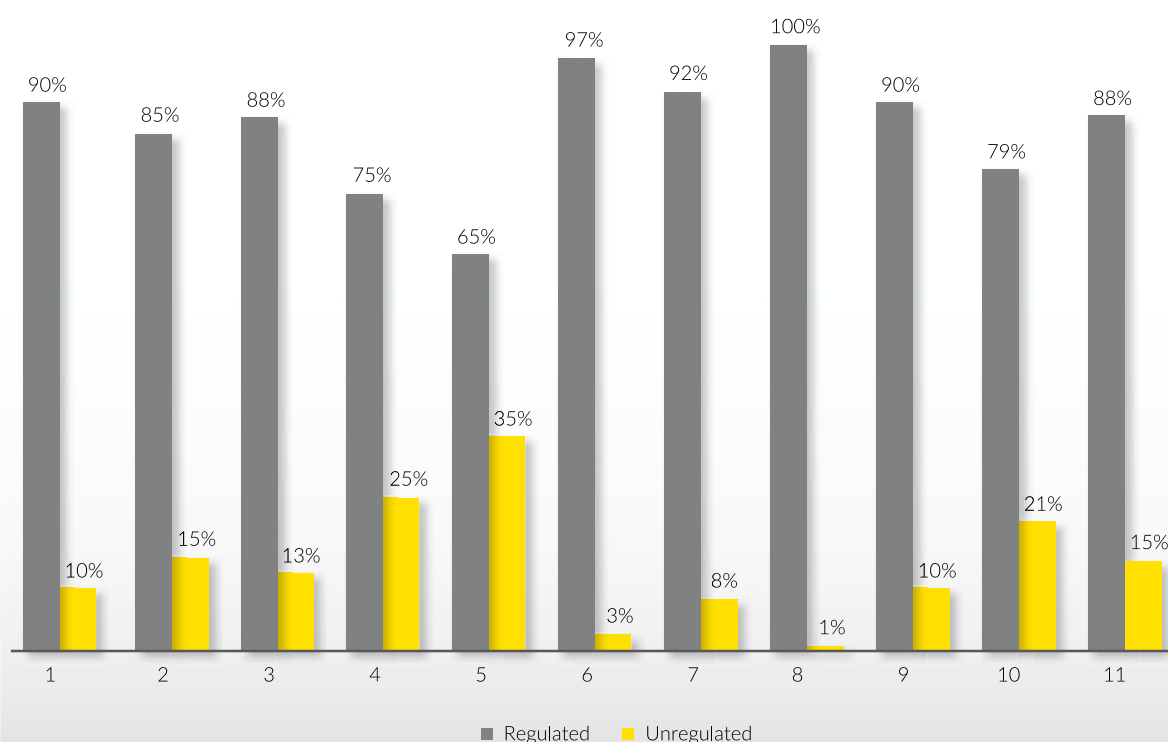
In a context of strict performance of professional duties stipulated in the

legislative and normative acts, we found cases when the same duties were fulfilled by several services of Prison No. 7 - Rusca. In some cases, identical tasks are performed by two or more services. The following cases may serve as examples in this regard:

- duties of applying incentive measures and disciplinary sanctions to prison staff – prison management, Human Resource Service, heads of services;
- duties of organizing physical training of employees – Human Resource Service, Security Service;
- duties of detecting and fighting against unlawful relationships – deputy prison governor, Regime and Supervision Service, Security Service;
- duties of keeping record of the term of serving the sentence by the inmates and on salaries paid to them – Financial Service, Special Service and Educational, Psychological and Social Assistance Service;

FIGURE 7. Regulation of duties of the staff of Prison No. 7 – Rusca

Share of regulated/unregulated duties per services



² The staff was classified by the main duties fulfilled according to their job descriptions. However, this classification does not exclude the performance, to a smaller degree, of dynamic or static security duties by employees with administrative duties, and the performance of administrative duties by the employees that ensure dynamic and static security.

- duties of providing permission to telephone conversations – prison management, Educational, Psychological and Social Assistance Service, Regime and Supervision Service;
- etc.

At the same time, the interviews in Prison No. 7 – Rusca revealed that the prison staff, beside basic duties, also performs additional tasks that do not fall under their competence (Figure 7), such as:

- escorting inmates outside the prison – almost all the staff of the prison;
- preparing contracts – a duty of Logistics Service which is fulfilled by the Healthcare Service;
- procurement of medicines – staff of the Healthcare Service;
- carrying out the 24-hour service – Security Service;
- carrying out routine controls of the employees – Security Service;

- preparing contracts for goods – Guard and Escort Service;
- working with convicts – Guard and Escort Service;
- preparing ad-hoc memos – all prison services.

Thus, as the figure above shows, it is clear that 86% of the total number of duties in the prison are regulated and fulfilled according to job descriptions, while 14% of duties do not fall within the competence of staff according to regulatory acts, but still are performed by them.

Following the analysis of the effort of the staff undertaken to perform their professional duties, it had been stated that 42.82% of their effort is directed towards reporting and documenting duties, which include preparing memos, filling in statistical reporting forms and documenting processes related to the detention of inmates in Prison No. 7 - Rusca. 15.05% of staff's efforts are dedicated to the communication with the inmates and 20.31% – to security, guard,

FIGURE 8. Share of effort per duties in prison

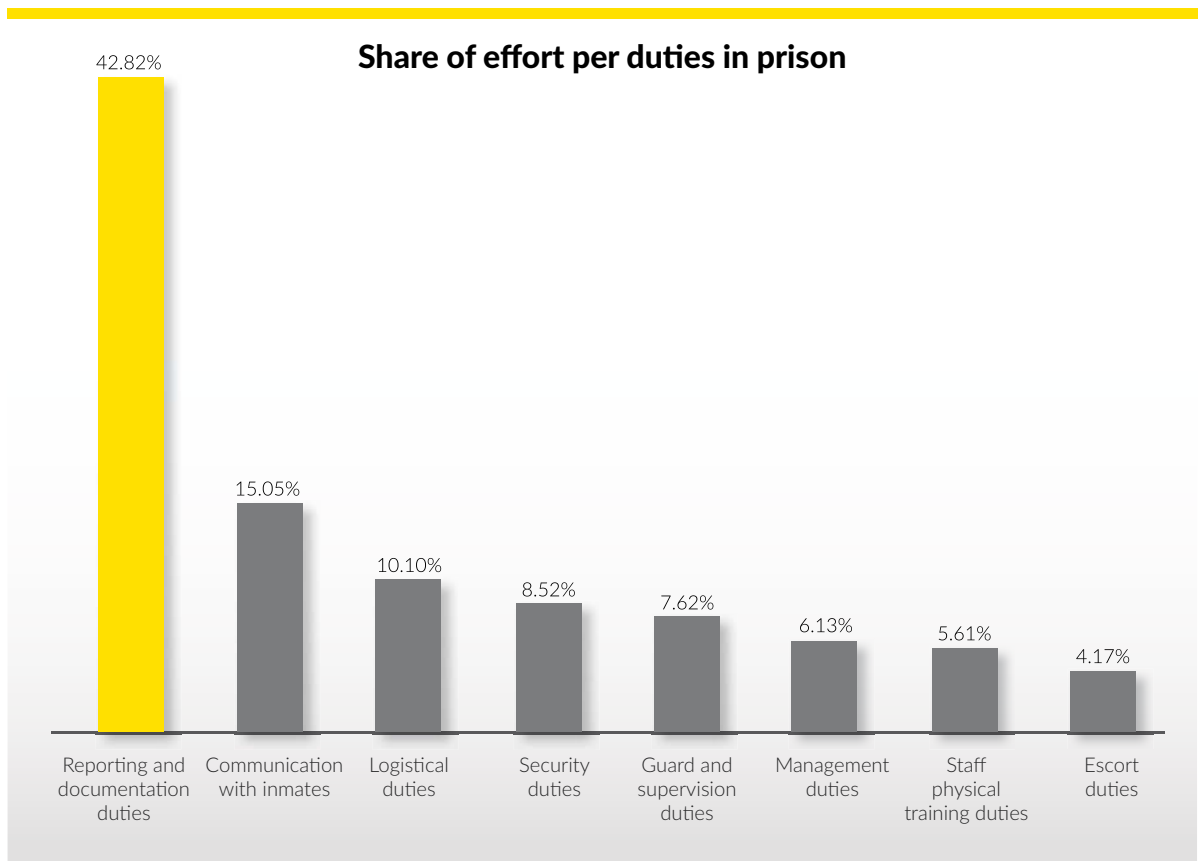
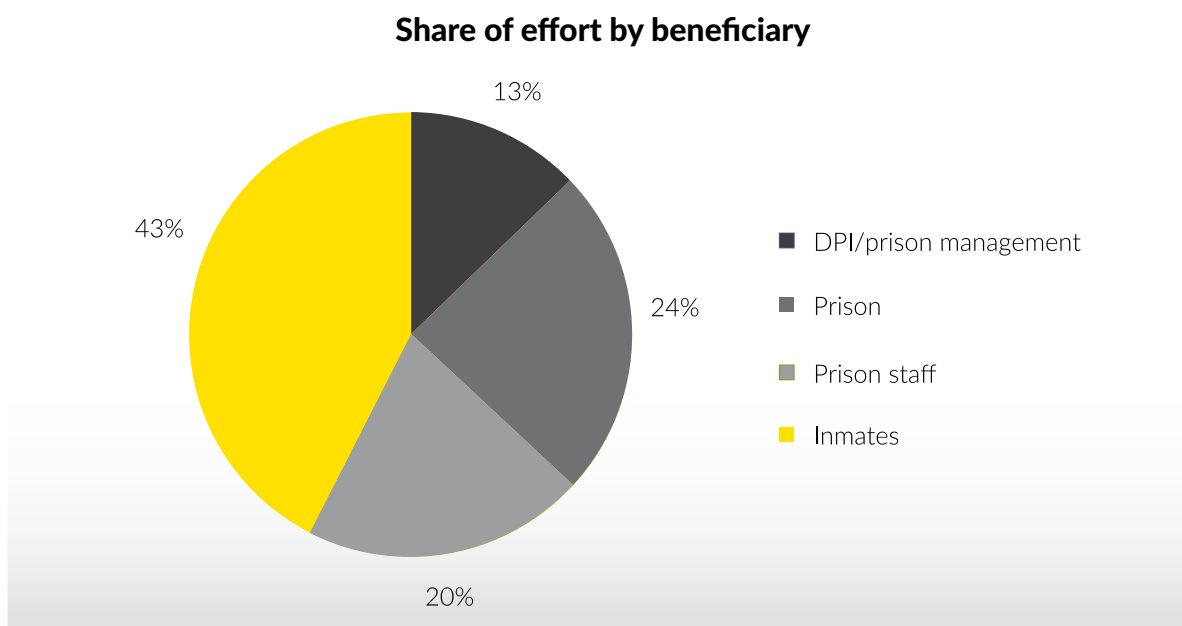


FIGURE 9. Share of effort by its beneficiary

supervision and escort activities. The list of the rate of effort undertaken to perform duties by each service of Prison No. 7 – Rusca is presented in Table 2 (Annex 4).

During the process of assessing the duties of the staff of Prison No. 7 – Rusca, the employees identified the following beneficiaries of the performed duties:

- Department of Penitentiary Institutions/ prison management;
- Prison (as a whole, including all services in the prison);
- Employees of the Prison No. 7 - Rusca;
- Inmates.

The results revealed that less than a half (43%) of the staff's work time is dedicated to duties the direct beneficiary of which is the inmates. The beneficiaries of the other 57% are the staff of the Department of Penitentiary Institutions, prison management, prison staff and all prison services taken together.

3.4 Conclusions to Chapter

1. The legislative and normative framework provides for detailed regulation of each area of activity of the prison,

limiting, thus, the promotion of new ideas and approaches by prison staff and contributing frequently to misunderstandings related to the which service should perform certain duties.

2. Particular tasks are not regulated by the normative acts or included in the job descriptions. The prison governor orders the execution of unregulated tasks (14% of duties are not regulated therein).
3. The ratio of staff in key positions versus the number of available staff in support positions is not appropriate.
4. The areas of activity in prison are organized so that institutional management, human resource management and financial management are central. Such a prioritization is explained by the vertical organizational structure specific to public institutions.
5. Staff motivation techniques are limited. The employees fulfil strictly the duties expressly stipulated in the normative acts, they lack a shared vision, are subjected to frequent tests on topics that are not in their competence.
6. Analysis of the duties listed in job descriptions revealed that 18.45% of the staff fulfils administrative duties, 57.28% – duties ensuring static security and 24.27% – duties ensuring dynamic security in the prison.

7. Most of the staff's efforts are focused on duties related to reporting and documenting and just a limited share of their efforts is directed to communication with inmates.

3.5 Recommendations to Chapter

1. Revision by DPI of the normative framework and reduction of the number of acts regulating the activity of the prison, and ensure consistency of the provisions. Revision of the reporting requirements set by DPI for prison staff.
2. Enlarging the competence of the prison staff to regulate their activity by describing the purpose of each action performed in prison, specifying the persons responsible for certain actions, and establishing the manner of communication among services of the prison.
3. Revision of the employment criteria for management positions.
4. Amendment of the criminal and enforcement legislation by introducing progressive detention regimes, which imply an increased level of dynamic interaction with inmates aimed at contributing to the increase of the motivation of the staff, which will lead to the achievement of the mission of the penitentiary institution and of the goal of the criminal punishment.
5. Reorganization of the prison with a view of reducing the number of hierarchical levels, involving employees with executive duties in decision-making process and directing efforts of all services on re-socialization and re-integration of inmates. Thus, the employees should dedicate more time to the activities the beneficiaries of which are inmates.
6. Reduction of the frequency of organizing exams for the prison staff and revision of the training subjects, as well as their adjustment to the area of competence of the staff. Development of new training programs for prison staff focused on development of practical skills and less on theoretical knowledge.
7. Revision of the job descriptions of prison staff in order to exclude overlapping duties.
8. Revision of the normative framework in order to eliminate the practice of excessive reporting and documenting practices and focusing the efforts of the staff on ensuring dynamic security in prison and reintegration of inmates.
9. Implementation of the practice of conducting annual surveys among prison staff in order to evaluate their level of satisfaction with working conditions and environment and to evaluate the leadership and, based on the survey results, develop strategies for human resources development and motivation.

ANALYSIS OF INTERNAL PROCESSES IN PRISON NO 7 - RUSCA

IV.

The key internal working processes the direct beneficiaries of which are the inmates will be described in this chapter. At the same time, the practices of managing human resources, reporting and documenting the processes identified in Prison No. 7 – Rusca will also be analyzed.

The analysis of internal working processes implied grouping key activities in the prison in order to identify the needs and problems of the prison on the organizational level and to find optimal solutions to solve them.

To this end, 16 internal working processes were identified and described as an example in this chapter. We analyzed only these several key processes of the prison in order to identify shortcomings and suggest solutions to streamline the activity inside the prison. The analysis of the selected internal processes is aimed at illustrating in a simplified manner the main steps and interaction between prison services in order to achieve the goal of the corresponding process.

Should the decision-makers opt to automatize Prison No. 7 – Rusca and the entire penitentiary system, a more detailed analysis of each internal working process should be conducted.

4.1 Analysis of Selected Internal Processes in Prison

4.1.1 Arrival of inmates

The internal process of arrival of inmates to Prison No. 7 – Rusca consists of concurrent involvement of several services: Regime and Supervision Service, Special Service,

Healthcare Service, Security Service, Secretariat Service, Prison Governor (Flowchart 1, Annex 6). All the actions related to the arrival of inmates are documented.

About eight documents are used/produced in this regard by the prison staff, particularly: personal file of the inmate, register of inmates' arrivals, minutes of body search, medical examination record, medical report, if bodily injuries are found and/or minutes if drunkenness is stated, notification sent to DPI and prosecutor's office about the inmate's transportation to hospital, register of outgoing correspondence, etc.

All the aforementioned documents are prepared manually. The prison staff introduces general data about the inmates several times in various sources. For example, such data as inmate's name, surname, date of birth are registered in **7 out of 8 documents** required in the process of arrival of inmates.

In addition to the documents prepared by the prison staff, the Electronic Register of Apprehended, Arrested and Convicted Persons is also being used. It already contains all the data about inmates and has to be supplemented by the prison staff with proper data regarding the arrival, body search and medical examination of inmates, which had been recorded in paper registers.

Considering the aforementioned, the record keeping of arrival of inmates to prison is doubled by being made on paper and electronically, and **the same data are introduced several times in different documentary sources.**

4.1.2 Placement to quarantine

The analysis of the process of placing to quarantine and isolating inmates revealed that this process involves many prison services: Regime and Supervision Service; Healthcare Service; Educational, Psychological and Social Assistance Service, represented by a Psychologist, Social Assistant, Head of Sector; Special Service, Secretariat Service, Deputy Prison Governor, Prison Governor (*Flowchart 2, Annex 6*).

During the process of placing inmates to quarantine, the employees of the aforementioned services prepare **about ten documents**, particularly: minutes of informing the inmate about her rights and obligations; inmate personality psychological assessment report; social card of the inmate; individual plan of serving the sentence; personal card of the inmate; inquiry sent to the court; notification of relatives; register of outgoing correspondence; letter notifying relatives; minutes of relatives notification.

Most of the documents are written manually, while general data on the inmates are contained in each of the aforementioned documents. Given the Electronic Register of Apprehended, Arrested and Convicted Persons, the registration of the same data by the staff of the aforementioned services appears to be an evidence of inefficient use of human resources.

The process of placing inmates to quarantine is characterized by multiple documenting procedures that involve almost all prison services, **about 4-hour discussions per day with the inmate, aimed at finding out secret information; discussions with convicts in order to carry out psychological appraisal and create social file.**

4.1.3 Inmates presence control

The Regime and Supervision Service and Educational, Psychological and Social

Assistance Service are involved in the control of the presence of inmates (*Flowchart 3, Annex 6*).

The manner of organizing the process of control of the presence of inmates is characterized by daily documentation of the presence of inmates in the register of presence control and personal cards of inmates prepared by the staff of the Regime and Supervision Service.

The presence is verified several times per day: in the morning, in the afternoon, at work and in the evening. Inmates are grouped by 5 persons. They have to say out loud, twice per day - in the morning at 6.30 and in the evening at 17.00, their names and surnames, year of birth, article from the Criminal Code under which they were convicted, term of the sentence.

4.1.4 Observance of sanitary and hygiene rules

Regime and Supervision Service, Healthcare Service, Prison Governor, Secretariat Service are in charge for ensuring observance of sanitary and hygiene rules (*Flowchart 4, Annex 6*).

The involvement of the aforementioned services implies daily checking of the food quality and its serving; weekly checking of sanitary and hygiene condition of rooms; weekly checking of clothing and bed linen condition.

This process includes documentation of each action in a report, which is signed by the responsible staff of the respective services, as well as in the register of outgoing correspondence. The documentation procedure is done on paper and in most cases manually.

During this process such data as the name, surname, date and year of birth of inmates and report conclusions are included in the

weekly report on sanitary and hygiene condition of rooms and the report on the clothing condition, as well as in the report prepared when it is impossible to eliminate the problems identified in the aforementioned reports.

4.1.5 Movement of inmates without escort

The process of authorizing movement without escort is a complex one and implies the intervention of psychologist, Special Service, Secretariat Service, Guard and Escort Service and of other services if particular breaches of conduct rules were found (Flowchart 5, Annex 6).

This internal process implies documentation of each action, the following documents being prepared: characteristics of the inmate; medical certificate; order authorizing movement without escort signed by Security Service and Prison Governor and approved by DPI management; notification on conduct rules and norms signed by the inmate; control permit and card; order depriving inmates of the right to move without escort in case of breach of conduct rules.

The process of authorizing movement without escort is very formal. It requires approval of movement without escort by the Educational, Psychological and Social Assistance Service, Healthcare Service, Security Service, Prison Governor and DPI Director.

At the same time, in order to authorize the right to move without escort the prison employees prepare at least eight documents that include general data on the inmates. Thus, they have to write by hand in at least eight sources of information such data as: name, surname, date and year of birth of inmates, etc.

4.1.6 Allowing short-term leaves outside the prison

The internal process of authorizing short-term leaves outside the prison involves employees of several services: Educational, Psychological and Social Assistance Service, represented by the head of sector and psychologist; Healthcare Service, Security Service, Prison Governor (Flowchart 6, Annex 6).

This process is characterized by a high level of formality at the stage of the detailed assessment of the inmate by the head of sector, psychologist, Security Service, and at the stage of authorizing short-term leaves outside the prison. The authorization involves preparation and signature of about twelve documents and repeated introduction of the same general information in them. Given that information on short-term travels can also be found in the automated information system – Electronic Register of Apprehended, Arrested and Convicted Persons, the process of registering the data in that many paper sources leads to inefficient use of human resources and funds of the prison.

4.1.7 Visits of inmates

The process of granting the inmates the right to visits is a classic example and an evidence of high level of formality existing in prison. The Educational, Psychological and Social Assistance Service – represented by the head of sector and head of service, Security Service, Regime and Supervision Service – represented by the supervisor and head of service, and the Prison Governor are all involved in the process of granting the right to visits (Flowchart 7, Annex 6).

To have the request approved, it has to be signed by the head of sector, head/specialist of the Security Service, head of the Educational, Psychological and Social Assistance Service, head of the Regime and Supervision Service and supervisor.

Moreover, prison staff uses the following registers to document the visits process: register of prison visitors, register of short-term visits/register of long-term visits, inmate's card, register of objects and valuable goods transmitted for storage during the long-term visits, register of reports of supervisors and the automated information system – Electronic Register of Apprehended, Arrested and Convicted Persons.

In this context, in order to document the process of visits the prison staff signs general information about the inmates in approximately seven documents on paper and in the informational system.

4.1.8 Receipt of parcels/packages with food/small parcels

The staff from the Regime and Supervision Service, Guard and Escort Service, Security Service is involved in the process of receiving parcels/packages with food /small parcels. The process consists of checking the contents of the parcels received and of recording parcel receipt in registers, if a parcel does not contain prohibited items (Flowchart 8, Annex 6).

This internal process is characterized by such formalities as approval of requests to transmit the parcels, preparation of minutes on searches and seizure of goods, if prohibited items are found, and recording the parcel receipt in the register of parcels and register of objects and valuable goods. At the same time, personal cards of inmates are used to document the process of receiving the parcels.

4.1.9 Sending parcels

The staff of the Educational, Psychological and Social Assistance Service, represented by the head of sector; Security Service; Prison Governor; Regime and Supervision Service and of the Financial Service is involved in the procedure of sending parcels of inmates (Flowchart 9, Annex 6).

The process of sending parcels is characterized by numerous levels of approval of the request to send the parcel filed by the inmate. Thus, the request is countersigned by representatives of three prison services: the Educational, Psychological and Social Assistance Service, represented by the head of sector; the Security Service; the Regime and Supervision Service and the Prison Governor.

Upon approval of the request to send a parcel, the data about the sending are recorded in the register of sent parcels and the personal card on receiving and sending parcels – documents containing similar information.

All the expenses related to sending the parcel are documented by the Financial Service in cards and an Excel document. Once a month the inmates apply their signature on the document containing information about their peculium account balance prepared by the accountant.

4.1.10 Telephone conversations

The staff of the Educational, Psychological and Social Assistance Service, represented by the head of sector; Regime and Supervision Service; Security Service; Financial Service and Prison Governor is involved in the process of granting inmates the right to telephone conversations (Flowchart 10, Annex 6).

This internal process is characterized by multiple filters of approval of the request for telephone conversation. It is signed once a week by the head of sector, head of Regime and Supervision Service, Security Service and Prison Governor.

The records of inmate' telephone conversations are kept in the inmates' telephone paper cards, which are signed by the inmate and the supervisors after every manual record in the card.

Monthly the Financial Service informs in written the inmates about their account balance, under which they sign.

4.1.11 Hearing inmates

According to the Enforcement Code and the Statutes of Serving Sentences, the hearings of inmates must be registered in a single register kept in the Secretariat Service (Flowchart 11, Annex 6).

In Prison No. 7 – Rusca every head of service keeps such a register. Thus, inmates' hearings are entered in the corresponding register. They do not have to always pick it up from the Secretariat Service and subsequently return it.

According to the concept of the automated information system – Electronic Register of Apprehended, Arrested and Convicted Persons, the hearings of inmates on their personal issues must also be recorded in the program.

4.1.12 Providing food to inmates

The Logistics Service, Regime and Supervision Service, Education, Psychological and Social Assistance Service, Healthcare Service are involved in providing food to inmates (Flowchart 12, Annex 6).

Daily the Regime and Supervision Service staff counts the inmates and registers their presence in the register of inmates' presence. It also prepares the list of inmates taking part in distribution of food.

At the same time, the staff of the Healthcare Service and Regime and Supervision Service is responsible for checking the food by tasting it. They apply their signature in the food control register. Samples of served food are stored in a refrigerator for 72 hours so that, when necessary, the food is sent for laboratory analyses in the event of food poisoning of the inmates.

Thus, three times a day two employees of the prison spend their time to formally ensure the quality of the food served to inmates to the detriment of their job duties directly related to achieving the goal of criminal punishment.

4.1.13 Healthcare in prison

The healthcare in prison is provided by the Healthcare Service (Flowchart 13, Annex 6). The staff of the Healthcare Services must record each medical examination in the medical card of the inmate and in register of appointments, while in the event of finding signs of violence – in the register of bodily injuries.

Besides manual recording of each medical examination, the staff of Healthcare Service must register detailed information about the medical examination; the date when it was performed and its results: chronic diseases, traumas and diseases acquired during detention in prison; etc. in the automated informational system – Electronic Register of Apprehended, Arrested and Convicted Persons.

In addition to the direct duties related to providing medical examination to inmates upon their arrival and during the period of their serving the sentences, the staff of the Healthcare Service is responsible for checking the food, the sanitary and hygiene condition of the rooms and the prison's territory, and the condition of the clothing and bed linen. They also must take part in the activity of the Prison Commission. In addition, the staff of the Healthcare Service is responsible for cleaning the prison territory of rats.

4.1.14 Work and remuneration of inmates

The internal process of employing inmates is characterized by multiple approvals of the employment application by the staff of the Healthcare Service, Educational,

Psychological and Social Assistance Service, Regime and Supervision Service, Security Service, Prison Governor (Flowchart 14, Annex 6).

The Financial Service keeps the records on employed inmates using cards of employed inmates, time-sheets, pay lists, salary lists.

The Financial Service, Special Service and Educational, Psychological and Social Assistance Service keep the records of privileged compensation for working days. The issuance of the certificate of privileged compensation for working days is preceded by the usual practice of countersigning documents, in this case by the Financial Service, Special Service, and Educational, Psychological and Financial Service.

4.1.15 Application of incentives to inmates

The process of applying incentives to inmates involves the staff of any prison service in order to prepare the report or the motion, as well as of the staff of the Educational, Psychological and Social Service, Special Service and Prison Governor (Flowchart 15, Annex 6).

Incentive measures are recorded in a number of sources, such as the register of incentive measures, register of work performed by head of sector, general register of incentive measures, individual plan of serving the sentence and Electronic Register of Apprehended, Arrested and Convicted Persons.

The internal process of application of incentive measures is characterized by a high degree of formality and by recording of the same information, such as: ground, type and date of application of the incentive in at least five information sources. Such a practice leads to inefficient use of human resources within the prison.

4.1.16 Application of disciplinary sanctions to inmates

The process of applying sanctions is a complex one and involves at least seven employees of various services, such as: Healthcare Service, Regime and Supervision Service, Security Service, Educational, Psychological and Social Assistance Service and Prison Governor (Flowchart 16, Annex 6).

The application of disciplinary sanctions, just like the application of incentive measures, is registered in several sources, such as the report on finding the disciplinary violation, written opinion to assign materials, conclusion of the person assigned to examine materials, decision of the Prison Governor, register of sanctions applied to inmates, register of reports on violations of the manner of serving the sentence.

The interviews with the prison staff revealed that a Disciplinary Commission is created in the prison (consisting of the heads of services) which meets once a week to examine the violations of regime by the inmates, who are also invited to the meeting to provide explanations. The application of a disciplinary sanction is decided by the vote of the majority of the Commission members.

Considering the fact that the records of the disciplinary sanctions applied to the inmates are kept in the automated informational system "Register of Apprehended, Arrested and Convicted Persons", registration of this process in several paper-based documents along with application of at least one signature per document and per each register is redundant and implies additional efforts on behalf of the staff undertaken to document the sanctions in writing.

4.2. Analysis of Manual Record Keeping Sources

Given the high rate of time spent by the staff of Prison No. 7 - Rusca on documenting and reporting duties (*Figure 8*), we proceeded with an analysis of the paper-based record keeping sources in the prison. Paper-based record keeping sources refer to registers used by the prison staff to document certain actions. Any record made in the registers is accompanied by a signature of the employee responsible for the activity or for its recording.

Thus, the staff of Prison No. 7 – Rusca uses 134 registers per total (*Annex 5*)³.

It shall be mentioned that considering the impossibility to interview all the employees of the prison, we limited ourselves only to the registers presented to the team by the staff. Thus, the de facto number of registers used in prison could be higher than that identified by the team.

Having analyzed the contents of the registers, it had been stated that the staff introduces the same category of data simultaneously or at particular intervals in several registers. The most frequent

categories of data registered by staff are data about inmates (name, surname, date, month and year of birth), data about prison employees (name, surname), data on weapons and technical devices, etc. (*Figure 11*).

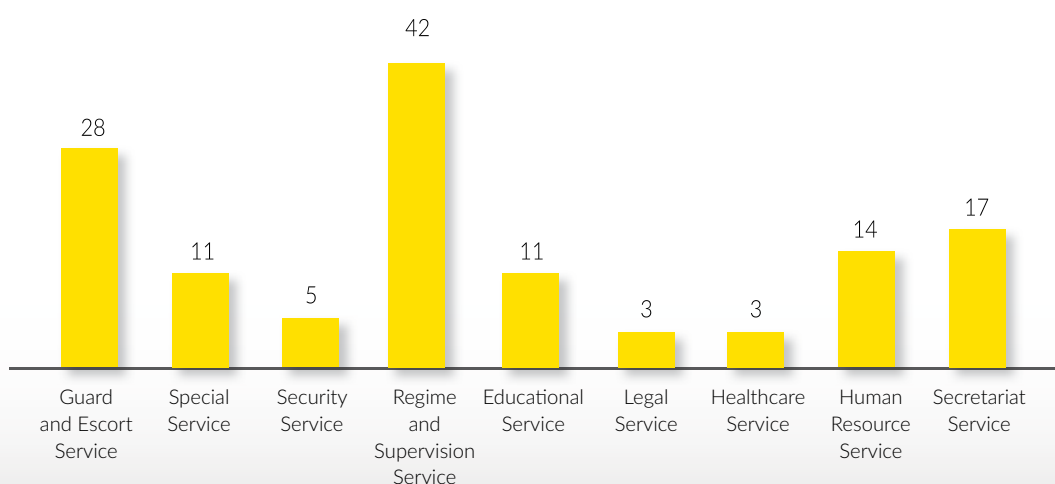
It follows from the above that data on inmates are registered by prison staff in 53 sources, followed by data on prison employees, which are registered in 26 sources. Data on documents drawn up by staff are registered in 23 registers.

In addition, we should mention that in all 134 record keeping sources in prison information about the date of the registration is entered manually and the signature of the prison employee responsible for the documented action is applied.

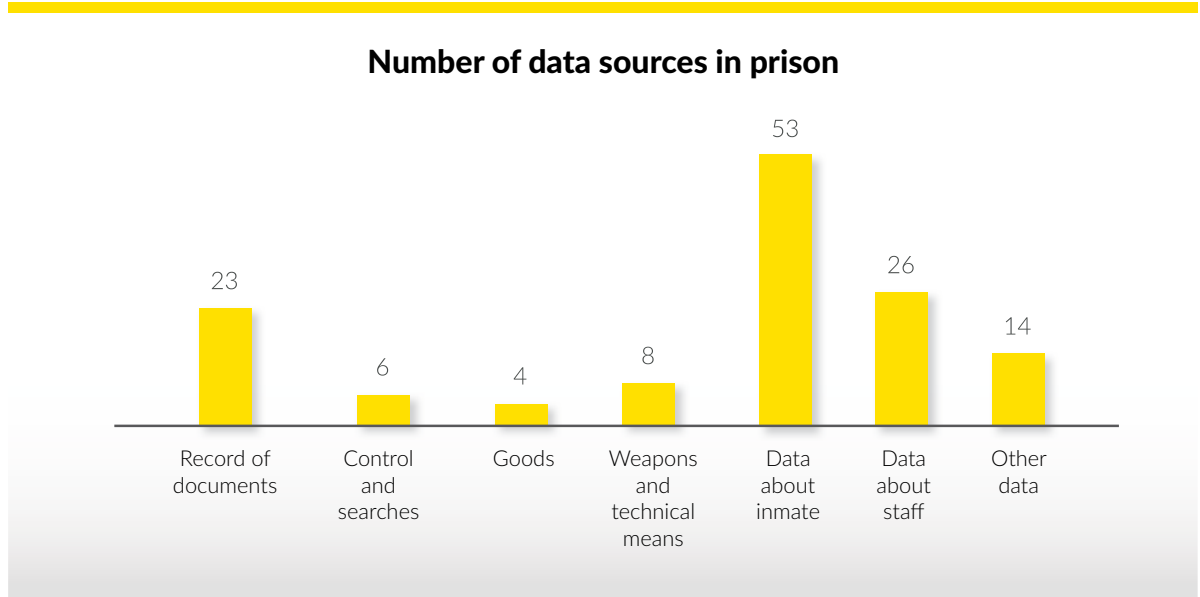
Besides the identified, the prison staff uses the automated informational system “Register of Apprehended, Arrested and Convicted Persons” to enter particular categories of information contained in paper registers.

FIGURE 10. Number of registers used by the prison services

Total number of registers per services



³ The figure is based on what the visiting team managed to observe.

FIGURE 11. Number of paper-based data sources in the prison

4.3. Conclusions to Chapter

1. Double paper and electronic record of data about:
 - date of arrival to prison;
 - detention regime;
 - date of the sentence beginning;
 - date of the sentence end;
 - incentive measures;
 - disciplinary sanctions;
 - date of short-term travels;
 - data on visits;
 - data on requests, complaints, petitions;
 - data on escort of inmates;
 - characteristics of inmates while in detention;
 - data on medical examination.
2. Most of the internal processes in the prison involve many prison employees – a practice not always justified and leading to inefficient use of employees' time for their job duties (for instance, approving requests for visits, phone calls, etc.).
3. Every internal process is characterized by a high degree of formality and involves the strict observance of the form to the detriment of the essence of the issue.
4. The personal cards of the inmates are kept by the staff of the Special Service, Regime and Supervision Service (group commander, visits supervisor), Security Service, Educational Service (inmates' copybooks). Lack of a centralized system in prison explains the need to keep inmates' cards by several employees of the prison.
5. Placing responsibility on persons who have nothing to do with a certain process but who, due to the position held must take over the responsibility for certain actions of the staff, is a practice deriving directly from the vertical organization structure of the prison characterized by excessive hierarchy of positions. For instance, the approval of an inmate's movement without escort by the Prison Governor and by the Director of the DPI, when DPI management did not perform the assessment of the inmate, must not imply their liability for the inmate's failure to observe the rules of moving without escort. The involvement of the Regime and Supervision Service and of the Healthcare Service in the process of verifying the food is not necessary, considering that a food sample is being stored in a refrigerator for 72 hours. The application of signature in the register implies a formal undertaking of responsibility for the quality of food by persons who never took part in cooking the food.

6. There is no practice in prison to delegate responsibilities and there is no decentralization of decision-making competence.
7. The prison activity is characterized by significant efforts to document and keep strict record of the procedural activities. Moreover, there is a constant trend to introduce the same information in several sources. This leads to inefficient use of human resources and poor time management.
8. The practice of recording in registers all the actions and of applying signatures in every register is a consequence of a high degree of control and the need to report the documented actions to higher level staff/bodies.
9. The interaction between services based on signatures prevails in the prison. This is a sign of lack of trust among prison staff.
10. Once a week at least 4 prison employees countersign more than 300 applications received from the inmates willing to avail of the right to a telephone call. This means that once a week signatures of four employees are cumulatively applied around 1200 times just to approve one single type of application. The right to communicate with the closest persons is a basic right of inmates and the application of numerous approval filters is unjustified.
11. The practice of excessive documentation and reporting of data is widespread in the prison. It leads to inefficient use of human, material and financial resources.

4.4. Recommendations to Chapter

1. Analyze the automated information system "Electronic Register of Apprehended, Arrested and Convicted Persons" in order to identify information introduced in electronic format and to eliminate the paper-based registers which double/triple the workload of the prison employees.
2. Analyze the automated information system "Electronic Register of Apprehended, Arrested and Convicted Persons" in order to identify information not introduced in the system and complete it with fields that will further allow to eliminate the paper-based registers.
3. Develop in the automated information system "Electronic Register of Apprehended, Arrested and Convicted Persons" a module generating statistical data, which will exempt the prison staff from the obligation to manually fill in the statistical reporting forms and to develop the memos demanded by the DPI, and will contribute to reducing paper-based recording and eliminating the practice of introducing the same data in several sources.
4. Review and simplify internal prison processes by eliminating the approval filters applied to the inmates' requests and to other documents issued within the prison.
5. Decentralize the decision-making competence regarding the inmates based on the level of risk they pose. DPI management must not be involved in taking decisions in individual cases.
6. Create info-kiosks containing detailed information about the inmates accessed by using cards issued to the inmates. The information about the inmates must include the name, surname, date, month and year of birth, article from the Criminal Code, duration of punishment established by the court, term to be served, peculium account balance, etc. Implementation of info-kiosks will allow optimizing the internal processes related to information of inmates about salary pay-outs and peculium account balance.
7. Implement in the prison an automated document management system, which will facilitate circulation of documents and access to information, as well as the management and communication of information within the prison in a structured way.

ANNEXES

ANNEX 1

List of laws and regulations regulating the activity of the prison

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| <ol style="list-style-type: none"> 1. Constitution of the Republic of Moldova of 29.07.1994 2. Criminal Code No 985 of 18.04.2002 3. Code of Criminal Procedure No 122 of 14.03.2003 4. Enforcement Code No 443 of 24.12.2004 5. Law No 190-XIII of 19.07.1994 on Petition Filling 6. Law No 1036 of 17.12.1996 on Penitentiary System 7. Law No 297 of 24.02.1999 on Social Adaptation of Persons Released from Detention Facilities 8. Law No 133 of 08.07.2011 on Protection of Personal Data 9. Government Decision 950 of 14.10.1997 approving the Regulation on serving military service and text of oath, Regulation on method of taking of the oath, lists of special ranks and model of employment pass for the employees of penitentiary system under the Ministry of Justice. 10. Government Decision No 308 of 19 March 1998 approving the disciplinary status of the penitentiary system employees of the Ministry of Justice 11. Government Decision No 826 of 04.08.2005 on Penitentiary Institutions 12. Government Decision No 241 of 06.03.2006 approving the Classification of works performed and services provided against payment by the Ministry of Justice and its subordinated institutions as well as tariffs to them, and the Regulations on the mode and directions of use of special means 13. Government Decision No 583 of 26.05.2006 approving the Status of serving of the sentence by the convicts 14. Government Decision No 609 of 29.05.2006 on minimum norms of daily | <p>nutrition and household and toilet articles of detainees</p> <ol style="list-style-type: none"> 15. Government Decision No 716 of 28.08.2014 approving the Regulation on the Register of Persons Apprehended, Arrested and Convicted 16. MoJ Order No 6 of 30.01.2002 approving the Instructions on the order of reviewing petitions and organizing hearings of citizens in DPI and its subdivisions 17. MoJ Order No 24 of 15.03.2002 approving the Instruction on the order of preparing and issuing job ID for employees of penitentiary system under the Ministry of Justice 18. MoJ Order No 122 of 08.04.2002 on observing the right to correspondence of apprehended persons 19. MoJ Order No 529 of 26.11.2004 adopting the Instruction on prison detention conditions of persons who declared hunger strike and order of parenteral nutrition when giving up hunger strike 20. MoJ Order No 498 of 11.12.2007 approving the Regulation of the Ethics Commission from the penitentiary system 21. MoJ Order No 400 of 14.09.2011 approving the Regulation on enforcing management principles in the penitentiary system 22. MoJ Order No 505 of 07.11.2012 approving the Code of Ethics for the employees from the penitentiary system 23. MoJ Order No 215 of 05.05.2014 setting types of penitentiaries and detention sectors established inside them 24. MoJ Order No 184 of 07.09.2014 approving the Instructions on operational monitoring, analysis and reporting of events and operative aspects in the penitentiary system under the Ministry of Justice |
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25. MoJ Order No 576 of 31.12.2014 approving the maximum number of convicts accepted for detention in penitentiaries
26. DPI Order No 49 of 21.02.2004 on organizing and transferring the archive works in DPI and its subdivisions
27. DPI Order No 190 of 25.09.2008 approving the Instructions on mode and conditions of transferring convicts from one prison to another
28. DPI Order No 256 of 21.10.2013 approving the Guide on the use of Automated Information System – Electronic Register of Detained, Arrested and Convicted Persons
29. DPI Order No 2 of 5 January 2015 on approving the system of indicators for reporting the balance sheet of the activities of prisons
30. DPI Order No 20 of 04.02.2014 ensuring regular distribution of detainees in penitentiaries
31. DPI Order approving the Framework Regulation for the Activity of Prison Commission
32. Order No 425 of 05.11.2012 of the Head of Prison approving the Instruction of the mode how to save internal and secret documentation from the institution's headquarters in emergency cases
33. Order No 252 of 13.07.2011 on organization and transferring of archive works

Guard and Escort Service

34. MoJ Order No 106 of 6 March 2003 on approving the Regulation on fighting service of the Department of Penitentiary Institutions
35. MoJ Order on approving the Regulation on supply, storage and record of weapons, ammunition and special means within the penitentiary system
36. MoJ Order on approving the course of shooting with infantry weapons
37. DPI Order No 155 of 26 December 2003 on preparing the service documents on the fighting and service activity and their presentation by the guard, surveillance and escort services of DPI subdivisions
38. DPI Order No 220 of 06 November 2008 on approving the Methodology on the order of drawing up record

documentation, circulation of weapons, ammunition and special means in DPI subdivisions of MoJ

39. DPI Decision No 96d of 1 August 2002 on increasing the effectiveness of supervision of the fighting service in DPI subdivisions of MoJ RM

Education, Psychological and Social Assistance Service

40. Law No 399 of 14.12.2006 on Leaves and Social Benefits
41. Government Decision No 1353 of 20.12.2005 approving the Regulation on method of pay of one-off allowance for persons released from detention institutions
42. Government Decision No 125 of 18.03.2013 approving the Regulation on issuance of identity documents and recording the inhabitants in the Republic of Moldova
43. MoJ Order No 298 of 8 August 2007 on approving the Instructions on the procedure for privileged compensation for working days from the account of sentence duration
44. DPI Order No 65 of 27 March 2008 on approving the Instruction on organization and performance of psychological service with prisoners belonging to the risk group
45. DPI Order No 205 of 23 October 2008 on approving the Regulation on application to detainees of disciplinary sanctions and provision of incentives
46. DPI Order No 256 of 17 October 2012 on approving the Instructions on intervention of prison personnel in cases of self-mutilation and suicide attempts of prisoners
47. DPI Order No 154 of 28 August 2013 on approving the Regulation on the conditions for carrying out educational, psychological and social care activities in prisons
48. DPI Order on approving the Regulation on drawing up prisoner's characteristic

Regime and Supervision Service

49. Law No 218 of 19 October 2012 on the use of physical force, special means and arms.

50. DPI Order No 148 of 6 August 2007 on approving the Instructions on how to receive and keep record of cash, valuables and personal material property of prisoners
51. DPI Order No 187 of 27 June 2014 on monitoring compliance with the detention regime and rules of conduct of the convicts with permits to travel freely or without escort or guard outside the prison
52. DPI Order No 246 of 29 August 2014 on ensuring security and surveillance of prisoners working outside prisons
53. DPI Order No 82 of 10 March 2015 on complying with the access regime in prisons with means of telephone communication

Special Service

54. MoJ Order No 431 of 21 October 2003 on approving the Instructions on the activity of prison special services
55. MoJ Order No 528 of 25 November 2004 on approving the Instructions on the activity of prison special services for detention of remanded prisoners
56. MoJ Order No 212 of 12 December 2006 on approving and implementing the Instruction on preparation and submission to courts of the documentation on conditional release from punishment or replacing the unexecuted part of the punishment with a milder one
57. MoJ Order No 298 of 8 August 2007 on approving the Instructions on the procedure for privileged compensation for working days from the account of sentence duration
58. MoJ Order No 215 of 5 May 2014 on setting types of prisons and detention sectors established within them
59. DPI Order No 229 of 18 December 2007 on approving the report forms concerning the number of persons detained in prisons

Security Service

60. Law No 59 of 29 March 2012 on Special Investigation Activity
61. Government Decision No 1176 of 22 December 2010 on approving the Regulation on ensuring secret regime within public authorities and other legal entities

62. DPI Decision No 46d of 13 April 2009 on undertaking measures targeted at detecting and counteracting penetration of prohibited objects into prison, by guard and escort services in DPI subdivisions

Logistics Service

63. Law No 96-XVI of 13.04.2007 on Public Procurement
64. Law No 721-XIII of 02.02.1996 on Quality of Construction Work
65. Law No 835-XIII of 17.05.1996 on Town-planning and Territorial Development
66. Government Decision No 500 of 12 May 1998 on approving the Regulation on writing off used goods, reported to fixed assets
67. Government Decision No 514 of 23 April 2002 on approving the Regulation on protection of electric networks
68. Government Decision No 609 of 29 May 2006 on minimum norms of daily nutrition and household and toilet articles of detainees
69. Government Decision No 936 of 2006 on approving the Regulation on the technical expert review in constructions
70. Government Decision No 9 of 17 January 2008 on approving the Regulation on development and storage of public procurement file
71. Government Decision No 1404 of 10 December 2008 on approving the Regulation on the calculation of estimated value of public procurement contracts and their planning
72. Government Decision No 352 of 5 May 2009 on approving the Regulation on realization of public procurement design services
73. Government Decision No 640 of 19 July 2010 on approving the Regulation on adjusting periodically the value of public contracts with continuous execution concluded for a period of time that is longer than one year
74. Government Decision No 794 of 8 October 2013 on approving the Regulation on public procurement using the negotiation procedure
75. MoJ Order No 100 of 7 March 2007 on approving the rules of feeding the detainees in exceptional cases when the supply with hot food is not possible, and the rules of substitution of certain food products by others

76. MoJ Order No 512 of 26 December 2007 on approving the Regulation on the organization of nutrition of detainees in penitentiaries
77. DPI Order No 115 of 27 May 2009 on setting deadlines for the wear of bed linen intended for detainees
78. DPI Order No 292 of 5 December 2012 on providing special equipment for detainees
79. DPI Order No 371 of 30 December 2014 on approving the consumption limits for energy resources, water and funds for maintaining transport
80. DPI Order No 195 of 30 July 2015 on preparing the penitentiary system for the 2015-2016 autumn-winter period

Healthcare Service

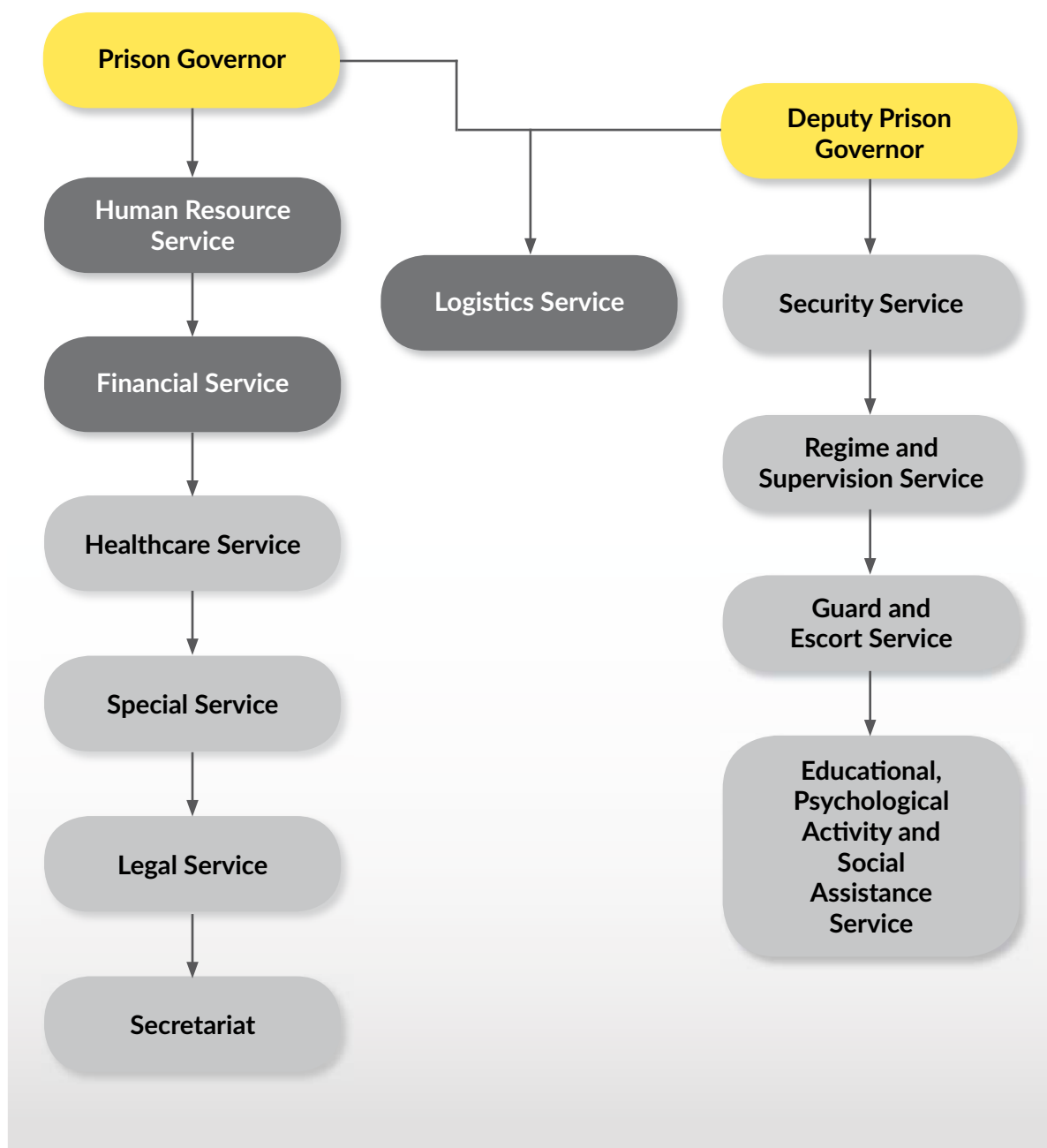
81. Law No 264-XVI of 27.10.2005 on the Exercise of the Profession of Doctor
82. Law No 263 of 27.10.2005 on the Rights and Responsibilities of the Patient
83. Government Decision No 1020 of 29 December 2011 on tariffs for health care services
84. MoJ Order No 331 of 06 September 2006 on approving the Regulation on presenting seriously ill prisoners for release from serving the punishment
85. MoJ Order No 478 of 15 December 2006 on approving the Regulation on ensuring healthcare to persons detained in penitentiaries
86. MoJ Order No 278 of 17 July 2007 on approving the Regulation of the treatment and behaviour of prisoners suffering from tuberculosis
87. Ministry of Health Order No 1227 din 04 December 2012 on approving the Regulation on transmission of personal medical information about patients infected with HIV
88. DPI Decision No 108d of 27 September 2012 on coercion in psychiatric wards in the penitentiary system

Human Resources Service

89. Law No 355-XVI of 23 December 2005 on the wage system in the public sector

90. Law No 1544-XII of 23 June 1993 on pensions for military, command body and internal affairs bodies troops personnel
91. Government Decision No 1449 of 24 December 2007 on employment record book
92. Government Decision No 1487 of 31 December 2004 on establishing the list of dangerous works and workplaces entitling to compensatory payments
93. Government Decision No 78 of 21 February 1994 on the calculation of years worked and the payment of pensions and compensations paid to military, command body and internal affairs bodies troops personnel and penitentiary system, National Anticorruption Center employees
94. Government Decision No 853 of 16 August 2001 on training the penitentiary system personnel
95. MoJ Order No 327 of 14 November 1997 on approving the Instructions on selection of persons for employment to work in the penitentiary system of the Ministry of Justice
96. MoJ Order No 328 of 14 November 1997 on approving the Instructions on the personnel of the penitentiary system of the Ministry of Justice
97. MoJ Order No 247 of 14 July 1998 on approving the Instructions on the application of the Regulation on service satisfaction by the penitentiary system employees of the Ministry of Justice
98. MoJ Order No 564 of 22 December 2011 on the Classification of management functions and delimitation of management competences of the penitentiary system personnel functions according to the staff list
99. DPI Order No 5 of 17 January 2006 on approving the Methodology of professional training of penitentiary system employees
100. DPI Order No 117 of 22 May 2012 on approving the Regulation on awarding qualification categories to penitentiary system employees of the Ministry of Justice;
101. DPI Order No 150 of 30 July 2012 on approving the Regulation on the internal order of exercising service in the penitentiary system of the Ministry of Justice.

ANNEX 2

Organization Chart of Prison No. 7 - Rusca⁴

⁴ Source: Human Resource Service of Prison No. 7 - Rusca.

ANNEX 3

Table 1. Activity Areas and Service Duties in Prison No. 7 - Rusca

Activity directions	Main duties	Services in charge	Additional unregulated responsibilities
D.1. Institutional Management	<ol style="list-style-type: none"> 1. Organize and ensure the execution of criminal punishment in the form of imprisonment established by court of law, in accordance with the law in force 2. Ensure the educational process based on the principles of support, cooperation and trust between personnel and prisoners 3. Provide the conditions for obtaining general and professional education for convicts serving sentences in penitentiary 4. Ensure the efficient functioning of Prison No. 7 - Rusca, to develop and implement new working methods, and to create sufficient conditions to respect the rights and obligations of prisoners, provided for by the legislation in force 5. Create an adequate material base in the prison, in order to align the common and living conditions to the international norms and standards, and to protect the prisoners' health, to ensure the living and hygienic conditions for the prisoners with children serving sentences in prison 6. Interact with the state law enforcement services, in order to detect, suppress and anticipate crimes, to combat repeated offences of persons released from prison 7. Reveal the criminal attempts, prevent, curb crimes and identify the people who organize and/or commit them 8. Collect information about the possible events and/or actions that could endanger the public security and order at the institution or outside it 9. Ensure the compliance with the legislation regulating the special investigation activity 10. Ensure the monitoring of compliance with the enforceable discipline 11. Ensure the implementation of support in protecting the legal rights, freedoms and interests of prisoners, manifested by solving the daily organizing problems 12. Organize the control of psychological and social assistance activities in Prison No. 7 - Rusca 13. Ensure the carrying out of activities to prevent corruption 14. Ensure the carrying out of special investigation activities of the security service 15. Implement the measures for preventing offenses committed by prison personnel, for controlling and counteracting the acts of corruption, the protectionism among employees, and the improper relations between employees and prisoners 16. Plan, organize and coordinate the activity of service collaborators 17. Monitor the quality development of materials and to submit them by the set deadline 18. Record the compliance with the terms of examination of petitions and develop accurate answers 19. Draw up the classification of penitentiary files 20. Keep record of entry and outward documents, and of regulatory acts 21. Keep record of performing orders 22. Check the secret and top secret documents, and to ensure their proper circulation 23. Archive documents. 	<p>The prison administration</p> <p>Heads of services</p> <p>Secretariat service</p>	<ol style="list-style-type: none"> 1. To escort prisoners outside the prison (heads of services)
D.2. Human Resource Management	<ol style="list-style-type: none"> 1. Coordinate the implementation and promotion process of personnel policy and procedures for recruitment, selection, employment and professional integration of new employees 2. Assess/evaluate the employees' professional performances by subdivisions 3. Organize and coordinate the process of professional training of employees 4. Organize, coordinate, check and guide the training and educational process 	<p>The prison administration</p> <p>Human Resources Service</p> <p>Heads of services</p>	<ol style="list-style-type: none"> 1. To escort prisoners outside the prison 2. To draw up the minutes of meetings.

Activity directions	Main duties	Services in charge	Additional unregulated responsibilities
	<ol style="list-style-type: none"> Implement the modern procedures for managing the human resources and the process of administrating the databases for the positions provided in the schemes for subdivision employees Organize and coordinate the process of grading the employees and the command personnel in the penitentiary system Organize and coordinate the process of awarding qualification categories to employees and the command personnel in the penitentiary system Organize and coordinate the process of promoting the personnel towards being mentioned; to ensure physical training according to schedule, to organize additional sport activities Organize cultural and artistic activities during holidays Ensure the increase in the professional level of service employees. 		
D.3. Guard and Escort of Convicts	<ol style="list-style-type: none"> Guard the entrusted facility by exercising the day/night shift service by guards at posts established according to the prison security plan Ensure the timetable and legality of access of individuals and legal entities to the prison Ensure the timetable and legality of access of means of transport to the prison Guard and escort prisoners outside the prison on established routes Ensure the fulfillment of defined tasks by using service dogs Ensure the availability weapons, ammunition and special means, and the legality of their distribution Perform educational work with personnel for successful completion of missions Assess fight service of every employee Ensure the development of branch analytical reports and quarterly statistical reports. 	Guard and Escort Service	<ol style="list-style-type: none"> To fill in registers To conclude goods contracts To work with prisoners To draw up informative notes
D.4. Legal Support	<ol style="list-style-type: none"> Provide legal support required for the activity of the penitentiary institution, to ensure the representation of the interests of the prison, as appropriate, of the Department of Penitentiary Institutions or of the Ministry of Justice in courts of law Improve the regulatory framework governing the activity of the prison and criminal-execution system Develop and prepare the documents, information, projects needed for the Ministry of Justice, the Department of Penitentiary Institutions and the penitentiary institution to comply with the individuals and legal entities' rights to petition and access to information Ensure the development of branch analytical reports, plans and documents submitted for execution Plan the service activity of the penitentiary institution; Control and verify the implementation of measures planned by the structural units of the prison. 	Legal service	<ol style="list-style-type: none"> To ensure the approval and counter-signing of all documents under execution To verify the correctness and legality of the contracts concluded by the penitentiary institution
D.5. Management of the Regime of Serving Sentences by Convicts	<ol style="list-style-type: none"> Train the personnel to exercise their functional obligations and not to develop any inappropriate relations with prisoners, their relatives or acquaintances Ensure legal order and legality in the prison, the security of prisoners and personnel, of persons in positions of accountability and of citizens on the territory of prison Ensure permanent surveillance over the behaviour of prisoners, in order to carry out the measures provided for by the daily schedule, from awakening to going to bed, to prevent and combat crimes and violations of the regime, and to ensure the security of personnel and prisoners Ensure strict isolation and separate detention of different categories of prisoners in order to comply with the detention regime Ensure the execution of prisoners' obligations, the achievement of their legal rights and interests, and their re-socialization. 	Regime and Supervision Service	<ol style="list-style-type: none"> To escort prisoners outside the prison To calculate the number of employees' working hours Sports activities

Activity directions	Main duties	Services in charge	Additional unregulated responsibilities
D.6. Penitentiary security management	<ol style="list-style-type: none"> 1. Organize special investigation activity for ensuring the security of prisoners, prison personnel and other persons 2. Detect, prevent and combat the crime prepared or committed in the prison 3. Offer the aid of law bodies in crime prevention and detection, as well as in combating the crimes with taking part in the process of interaction between these bodies and the penitentiary system 4. Prevent and combat the escapes or evasion of prisoners' punishment execution, to contribute to searching the prisoners who escaped from prison and the convicts who avoid the execution of punishment in detention places 5. Carry out operative activities with prisoners who belong to the risk group 6. Detect and eliminate the causes and conditions that negatively influence the vital activity of the penitentiary system 7. Carry out activities aimed at avoiding improper relations between the prison personnel and the convicts and their relatives 8. Detect and combat the ways of smuggling prohibited objects into the prison. 	Security Service	<ol style="list-style-type: none"> 1. To escort prisoners outside the prison 2. To exercise the daytime service 3. To carry out service controls of the employees
D.7. Re-socialization and Social Reintegration of Convicts	<ol style="list-style-type: none"> 1. Plan, organize, implement and coordinate psychosocial assistance for detainees in accordance with the current practice and scientific methods in psychology, criminology, sociology, psycho-pedagogy and social assistance 2. Prevent the phenomenon of detainees' non-adaptation to prison environment 3. Organize, conduct and coordinate psychological and social assistance activity of prisoners 4. Analyze the efficacy of psychological work in penitentiaries, and to help establish a favourable moral-psychological environment 5. Implement psychosocial programs and of behavioural change with prisoners in penitentiaries 6. Exercise social and legal protection of detainees and of their interests 7. Cooperate with services within the penitentiary institution, as well as with state institutions, NGOs and religious confessions in order to organize and conduct psychological and social assistance of prisoners in penitentiaries; 8. Organize and carry out activities of developing and implementing psycho-social programs and of behavioural change in prison 9. Ensure the support in protecting the legal rights, freedoms and interests of prisoners, in maintaining their health, in solving employment, daily and leisure problems, as well as in moral, spiritual and physical development of convicts 10. Provide support in solving problems of restoring, maintaining and developing socially useful relations with relatives, public and religious organizations, other organizations 11. Prepare prisoners for release, for employment and for social reintegration after serving the sentence. 	Education, Psychological and Social Assistance Service with prisoners	<ol style="list-style-type: none"> 1. To escort prisoners outside the prison
D.8. Convicts' Files Management	<ol style="list-style-type: none"> 1. Prepare prisoners' documents upon their coming to prison 2. Keep the record of prisoners and their number 3. Draw up reports on the number, composition and transfer of prisoners from one prison to another 4. Draw up materials to submit them to the court of law 5. Draw up demarches on amnesty of convicts 6. Execute the acts of release, amnesty and court decisions 7. Draw up responses to requests from state authorities and to petitions 8. Prepare the documents for the transfer of prisoners from penitentiary 9. Prepare and issue the necessary documents to persons entitled to: short travels outside the prison; travels without escort or guard, and unpaid leave 10. Exercise control over the timely release of prisoners from the prison, and to prepare the corresponding documents 11. Work with the database 12. Prepare the materials 	Special Service, Education, Psychological and Social Assistance Service with prisoners	<ol style="list-style-type: none"> 1. To escort prisoners outside the prison

Activity directions	Main duties	Services in charge	Additional unregulated responsibilities
D.9. Healthcare	<ol style="list-style-type: none"> 1. Ensure free healthcare to prisoners when needed or upon demand 2. Identify the prisoners requiring hospitalization and to prepare the necessary documentation for transfer to Pruncul Prison No 16 3. Ensure the compliance of prisoners with the sanitary-hygienic norms, including through announced and unannounced verifications of the places of common use and cells 4. Promote through different sources a healthy lifestyle, and to prevent contamination with infectious diseases 5. Ensure control of compliance of prison facilities with the sanitary norms (warehouses, auxiliary rooms, manufacture facilities etc.) 6. Supervise the compliance with the sanitary-hygienic norms when cooking and storing foodstuff 7. Ensure the supply with medicines in strict compliance with the patient's needs and the rules established 8. Supervise the prisoners addicted to drugs 9. Keep record of the convicts released from physical work. 	Medical Service	<ol style="list-style-type: none"> 1. To escort prisoners outside the prison 2. To draw up contracts 3. To purchase medicines
D.10. Technical and Material Resources of Penitentiary and Financial Management	<ol style="list-style-type: none"> 1. Organize public procurement procedures 2. Organize the receipt, storage and distribution of commodities, material resources and humanitarian aid allocated to the prison 3. Supply the institution with food, preserve the products over a long period, and feed the prisoners. To supply and fairly distribute toiletries, cleaning items and bed linen 4. Coordinate and organize the qualitative execution of current/ general repairs of the institution 5. Coordinate and organize the exploitation activities of machinery, mechanisms, transport and engineering networks 6. Organize and conduct the correct writing off of fixed assets in the balance of the institution 7. Organize and control the rational use of material resources, energy resources, water and funds for maintaining transport 8. Organize fire security and labour protection activities at the institution, and to control their implementation 9. Manage rationally the prison financial resources 10. Keep record of prisoners' payments of writs of execution, and of their money transfers 11. Calculate the salaries of prison personnel and of the convicts employed, and deposit their money to their prison accounts 12. Pay the compensation to the convicts released from prison 13. Submit monthly the information on convicts' privileged days to the Prison Commission 14. Submit the reports of persons with material responsibility 15. Carry out controls on the proper management of material resources by the employees with material responsibility. 	Logistics Service Financial Service	<ol style="list-style-type: none"> 1. To escort prisoners outside the prison

ANNEX 4

Table 2. Share of effort per service

Service Name	Administration Duties	Staff Training Duties	Escort Duties	Guard and Supervision Duties	Security Duties	Reporting and Documenting Duties	Communication with Convicts	Logistics Duties
Administration	50%	0%	0%	0%	0%	20%	20%	10%
Security Service	0%	20%	10%	0%	70%	0%	0%	0%
Educational Service	0%	0%	8.33%	0%	0%	48.33%	43.33%	0%
Guard and Escort Service	0%	7.6%	7%	60.6%	11.4%	11%	1.4%	1%
Human Resources Service	20%	30%	5%	0%	0%	45%	0	0%
Special Service	0%	0%	5%	0%	0%	90%	5%	0%
Regime and Supervision Service	2.5%	9.67%	6.67%	30.83%	20.83%	15.5%	8.33%	5.67%
Legal service	0%	0%	0%	0%	0%	70%	30%	0
Logistics Service	1%	0%	8%	0%	0%	4%	0%	87%
Healthcare Service	0%	0%	0%	0%	0%	20%	62.5%	17.5%
Financial Service	0%	0%	0%	0%	0%	95%	5%	0%
Secretariat Service	0%	0%	0%	0%	0%	95%	5%	0%
Total	6.13%	5.61%	4.17%	7.62%	8.52%	42.82%	15.05%	10.10%

ANNEX 5

List of Registers Used by Services of Prison No. 7 – Rusca

Guard and Escort Service

1. Individual-educational Work Register
2. Fighting Service Register
3. Personnel Register
4. Register of Recompenses and Disciplinary Sanctions Applied to Subordinate Personnel
5. Register of Armament and its Strengthening
6. Register of Control of the State of Armament
7. Register of Issuing and Receiving Armament and Special Means
8. Position Table
9. Register of Planning the Personnel in Charge of Security and Defence of the Place of Detention and Escorting Persons Deprived of Liberty
10. Control Ticket
11. Register of Working Hours with Prisoners of the Head of Guard and Escort Service
12. Register of Minutes of the Guard and Escort Service
13. Register of Triggering the Guarding Technical Means
14. Register of Breakdowns and Refusals to Operate
15. Register of Valuable Goods that are Sent to the Checkpoint
16. Register of Controls performed at Prison No. 7 - Rusca
17. Register of Prisoners Inclined to Escape from Prison No. 7 - Rusca
18. Events Register
19. Register of Calls from Escort
20. Register of Persons Deprived of Liberty who Entered or Left the Penitentiary
21. Register of Persons who Entered Prison No. 7 - Rusca on the Basis of a Temporary Permit
22. Register of Telephone Calls
23. Register of Telephone Calls from the Checkpoint of Prison No. 7 - Rusca

24. Register of Means of Transport at Penitentiary
25. Register of Transport Permits
26. Register of Employees' Permits
27. Register of Permits for the Goods Taken Out of the Penitentiary
28. Register of Personnel's Entering/Leaving Prison No. 7 - Rusca

Special Service

1. Personal File of the Prisoner
2. Register of Convicts' Travels and Registration of Personal Files
3. Register of Convicts' Routes
4. Register of Juvenile Convicts' Routes
5. Register of Release of Convicts
6. Register of Demarches on Amnesty
7. Register of Children Born in Penitentiary
8. Register of Short Travels Outside the Penitentiary
9. Record Sheets for Convicts
10. Checklist for Privileged Days
11. Record Sheet of Detention Period with Privileged Compensation

Security Service

1. Register of Recording the Convicts
2. Convicts' Personal Sheets
3. Database – Convicts under Personal Security
4. Files with Convicts under Special Preventive Record
5. Confidential Registers

Regime and Supervision Service

1. Register of Calls of Convicts under Initial Regime
2. Convicts' Personal Sheets
3. Register of Long Meetings of Convicts with their Relatives
4. Register of Short Meetings of Convicts with their Relatives

5. Register of Convicts' Telephone Calls
6. Convicts' Call Sheets
7. Sheets of Meetings and Issued Parcels and Packages
8. Register of Objects and Values Left in Storage during Long Meetings, and those Removed and Stored in Penitentiary
9. Register of Parcels, Packages and their Content, Sent to Prisoners
10. Register of Goods Sent Home through Relatives
11. Register on Reports from Supervisors in the Meeting Room (for Officer on Duty)
12. Register of Money Sent by Relatives to Prisoners to be Deposited on Convicts' Accounts and for Paying Lengthy Meetings
13. Position Table
14. Sheet of Listening to the Convict:
15. Register of Convicts Inclined to Escape (the Office on Duty, the Initial Regime, the Office of the Officer on Duty)
16. Register of Audio-Visual Equipment Belonging to Convicts that are Used
17. Register of Listening to the Convicts by the Head of RSS of Prison No. 7 - Rusca
18. Register of Objections and Proposals of DPI after visits (2)
19. Register of Operational Meeting with the RSS Personnel
20. Register of Goods, Prohibited Objects and Substances Kept, Destroyed
21. Register for Recording Reports at Initial Regime
22. Register for Recording Reports in Detention Isolator
23. Register of Reports on Violations of Discipline Committed by Prisoners
24. Register of Operative Information for RSS
25. Register of Receiving Special Means
26. Register of Cases of Application of Physical Force and Special Means
27. Register of Service Delivery at OS
28. Register of Distribution of Tools
29. Register of Decisions of the Head of RSS
30. Register of Reception and Transmission of Complaints, Statements or other Information about Alleged Acts of Torture, Inhuman or Degrading Treatment
31. Register of Information on Negative Events or Exceptional Cases
32. Schedules of Inspections (the Office on Duty, the Office of the Officer on Duty)
33. Register of Inspections and Technical Controls
34. Register of Special Keys
35. Register of Control of Strips of 15 and 50 meters of PI
36. Register of Objects that are in Use at the Prison No. 7 - Rusca Canteen
37. Register of Control over the Quality of Food Preparation
38. Register of Checks Conducted in DI by Officers on Duty, Specialists, Heads of Services
39. Register of Persons who Visit the Convicts under State Protection
40. Register of Convicts held in the Disciplinary Isolator
41. Folder with the income-outcome correspondence of RSS
42. Folder with Professional Training Plans and Summary Plans of RSS

Educational, Psychological and Social Assistance Service

1. Register of Correspondence (Letters Received by Prisoners)
2. Register of Doctor and Employees' Visits (Sanitary Raid) (3 – each Sector)
3. Register of Individual Psychological Counselling. Describes briefly the reason for addressing
4. Register of Psychological Diagnosis of Prisoners
5. Convicts' Notebooks
6. Table of Recording the Material Injury Recovery
7. Register of Reports on Violations of the Execution of the Punishment
8. Register of Sanctions and Stimulations
9. Register of Materials Forwarded to other Services
10. Register of Meetings with Subordinates
11. Register of Employees Trained

Legal Service

1. Register of Audiences
2. Register of Proxies
3. Register of Court Hearings

Medical Service

1. Register of Corporal Injuries
2. Receipt Journal
3. Medical Record

Human Resources Service

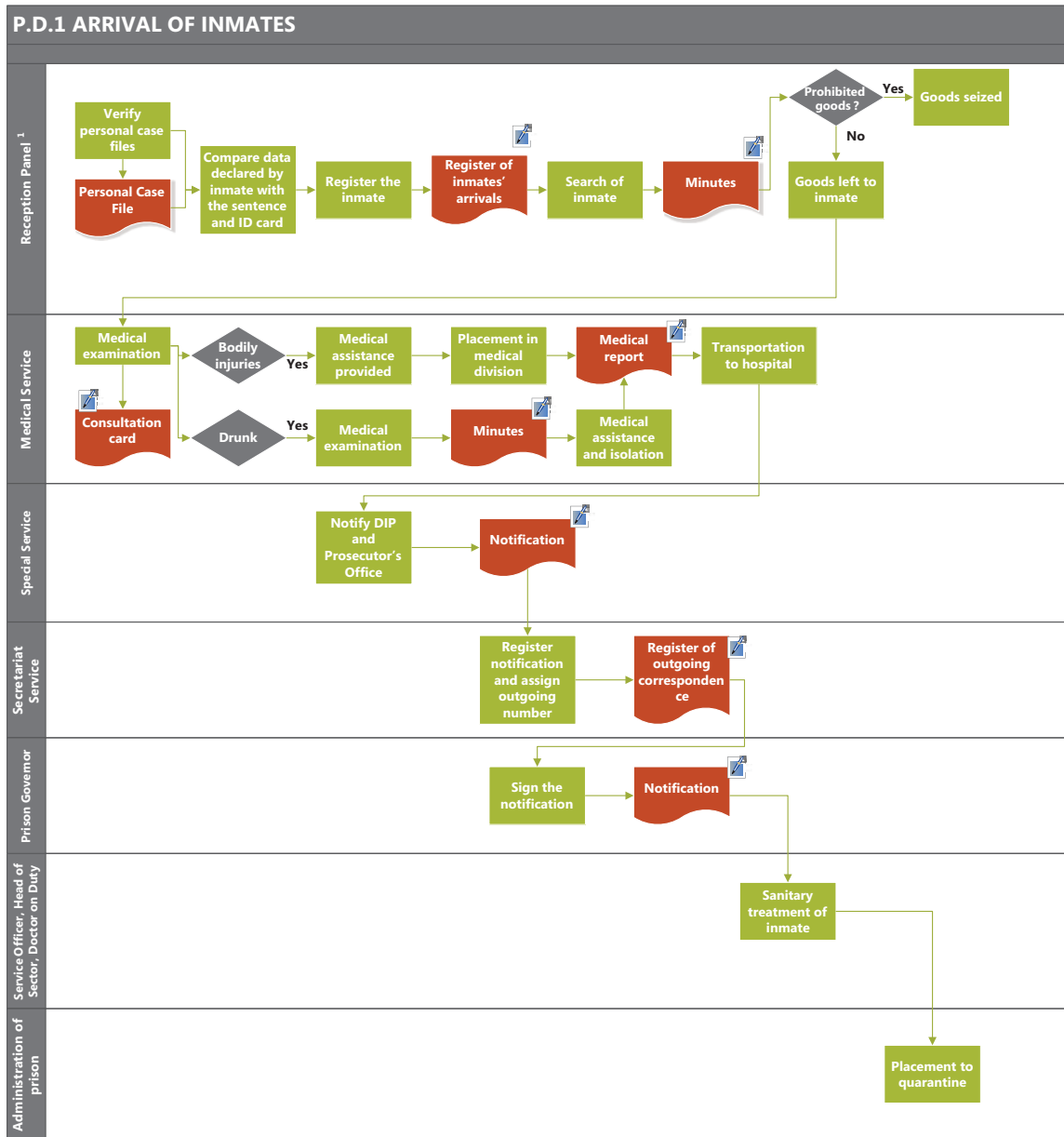
1. Register of Declarations on Income and Property
2. Register of Personal Interests
3. Register of Attending Classes
4. Register of Violations of Discipline
5. Register of Hearings
6. Register of Service Investigations
7. Register of Controls
8. Register of Access to Automated Information System
9. Register of Criminalistic Information
10. Register of Verification Sheets
11. Register of Citizen Hearings
12. Register of Service Cards
13. Register of Personal Files
14. Register of Files moved to the Archive

Secretariat Service

1. Register of Correspondence Delivered to Prisoners (simple)
2. Register of Correspondence Delivered to Prisoners (registered)
3. Folder with Letters to Administration
4. Register of Documents that Entered the Penitentiary
5. Register of Control of Documents with Implementation Period
6. Outward Documents Register
7. Register of Normative Acts and Dispositional ones Register of DPI Orders Register of DPI Provisions
8. Register of Normative Acts and Dispositional ones – Ministry of Justice
9. Register of P7 Orders
10. Register of Convicts' Petitions Addressed to Administration
11. Register of Letters for Prisoners from Law Institutions
12. Register of Minutes of Commission Meetings for Working with Petitions at P7
13. Register of Stamps
14. Register of Internal Reports
15. Register of Contestations of Criminal Decisions
16. Classification of Files for 2017
17. Single Register of Registers and Solved Cases

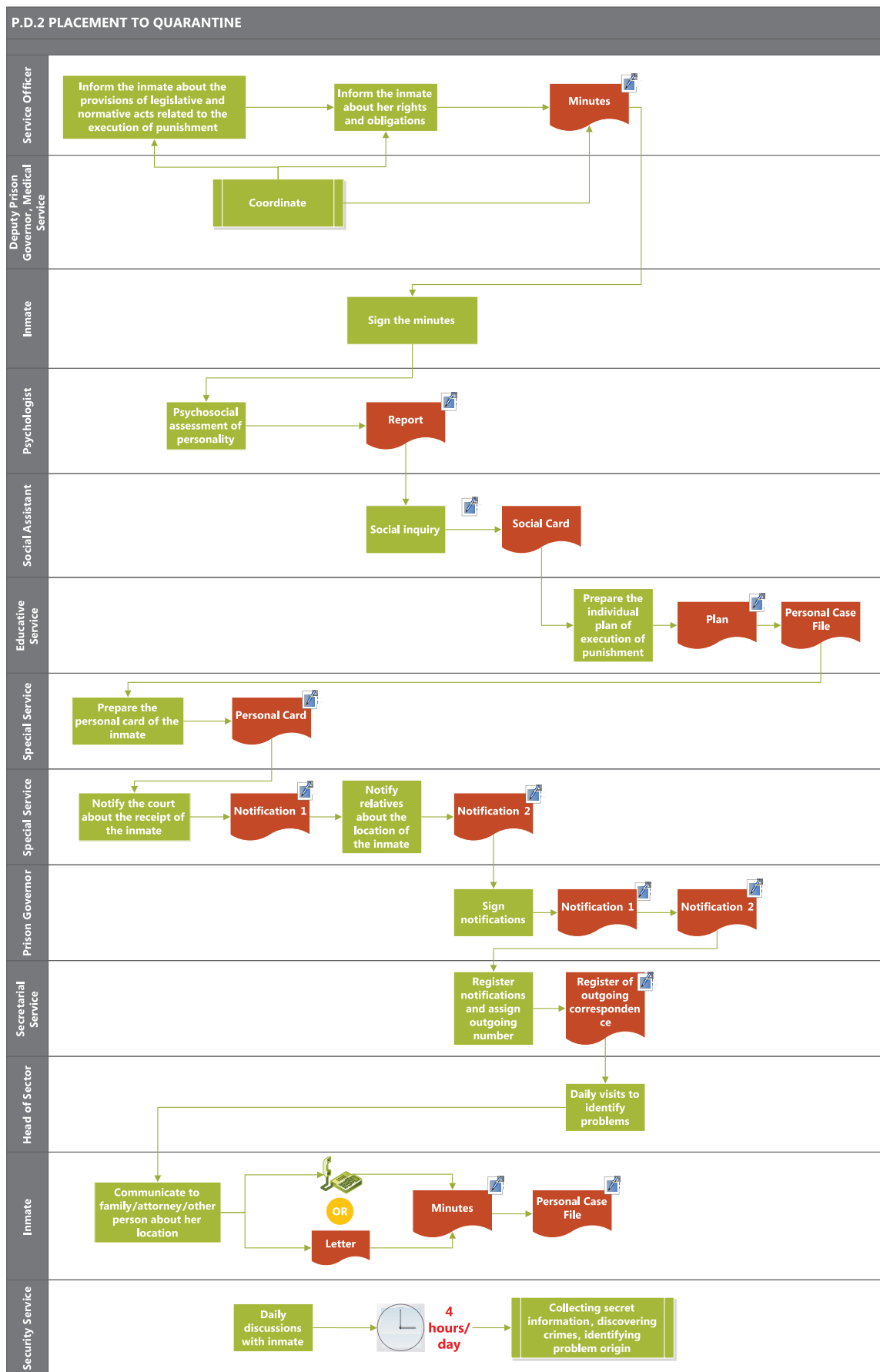
ANNEX 6

Flowchart 1

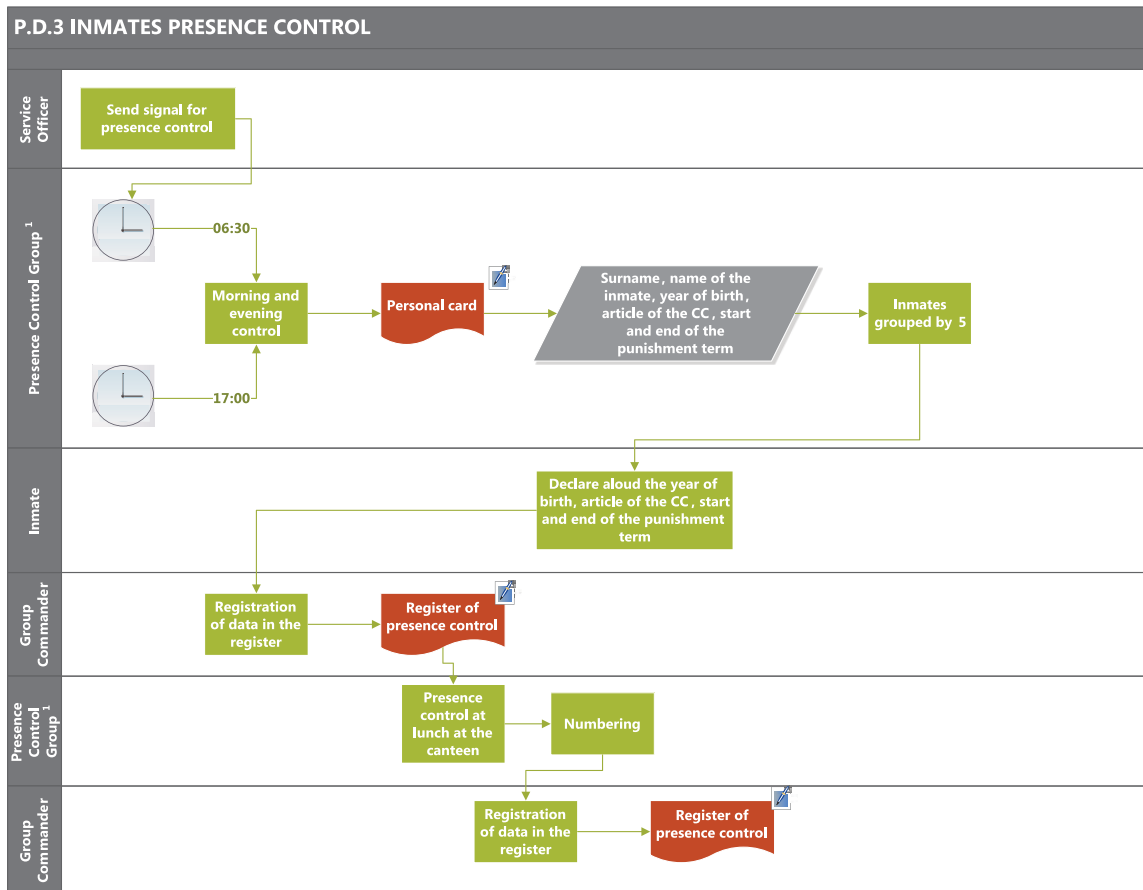


¹ Service officer, employee of special service, employee of medical service, head of guard, security service

Flowchart 2

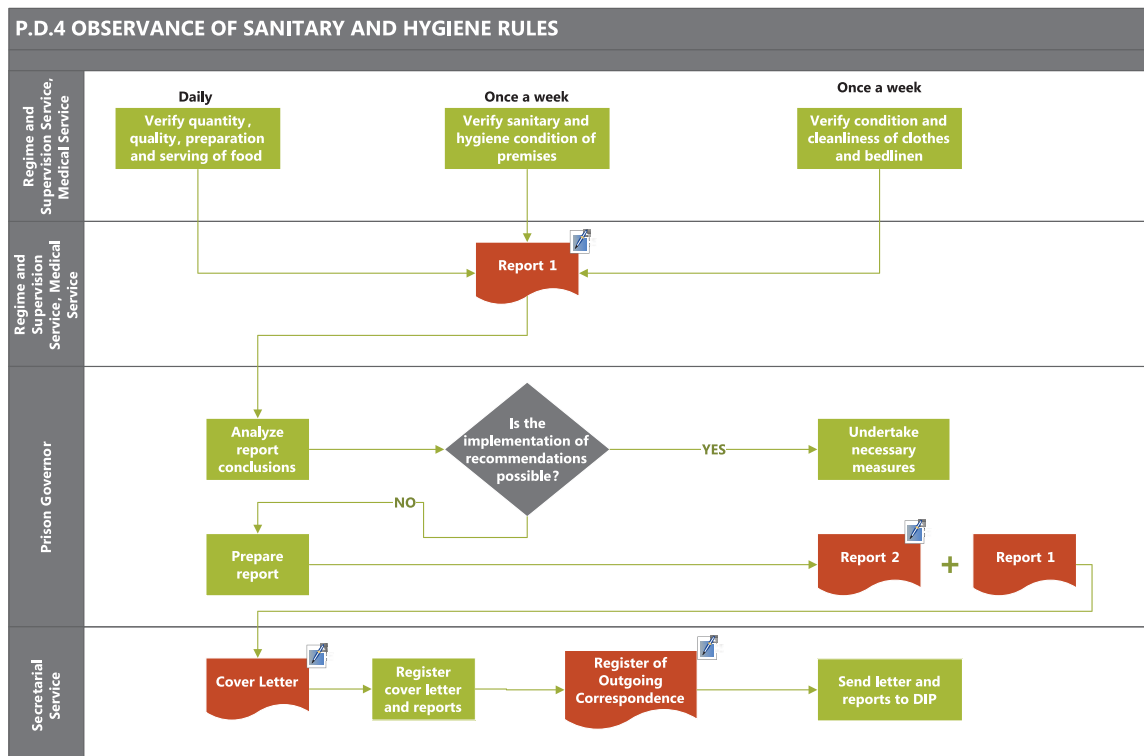


Flowchart 3

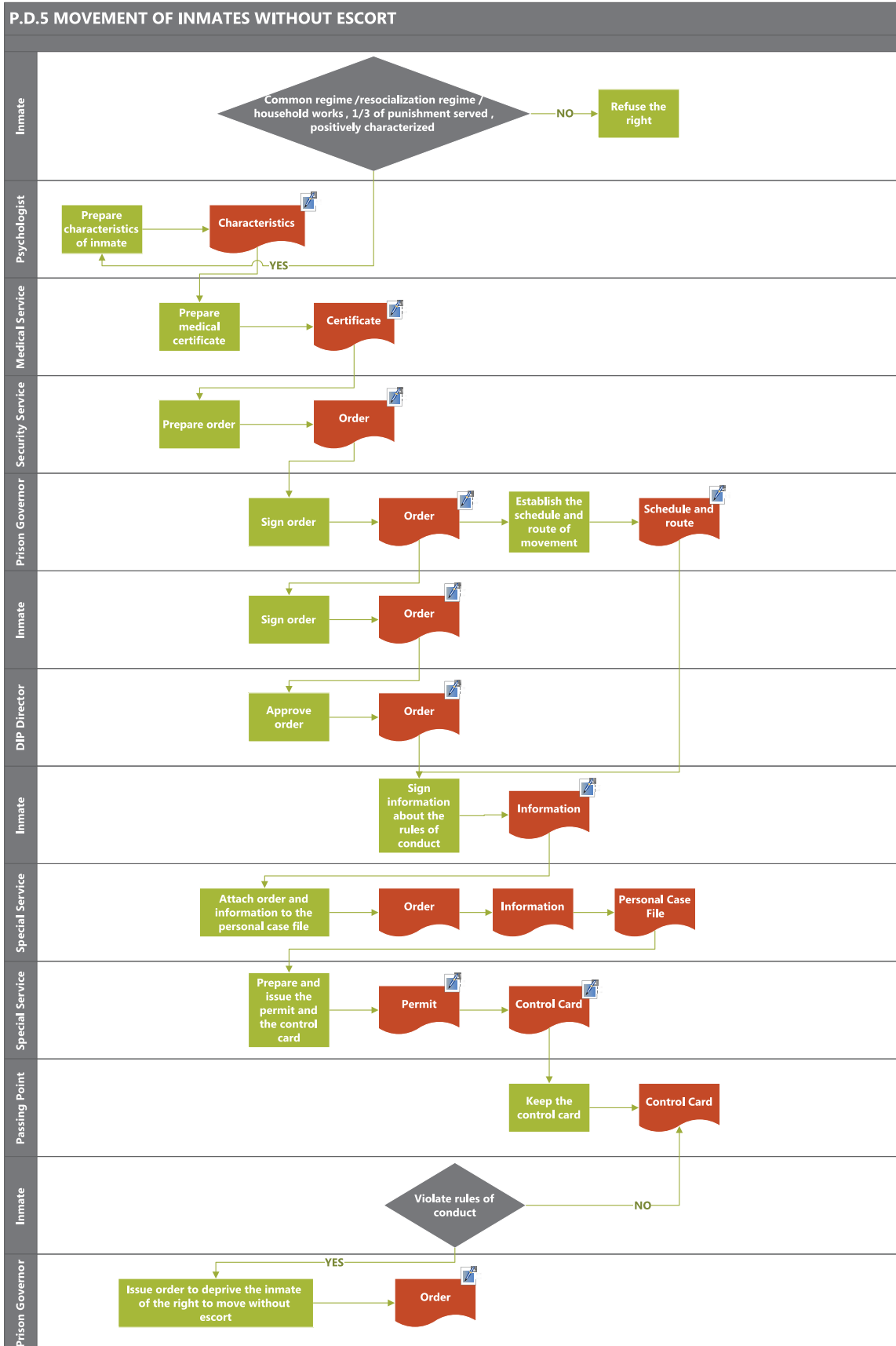


¹ Service Officer, Head of Sector, Group Commander, Supervisor

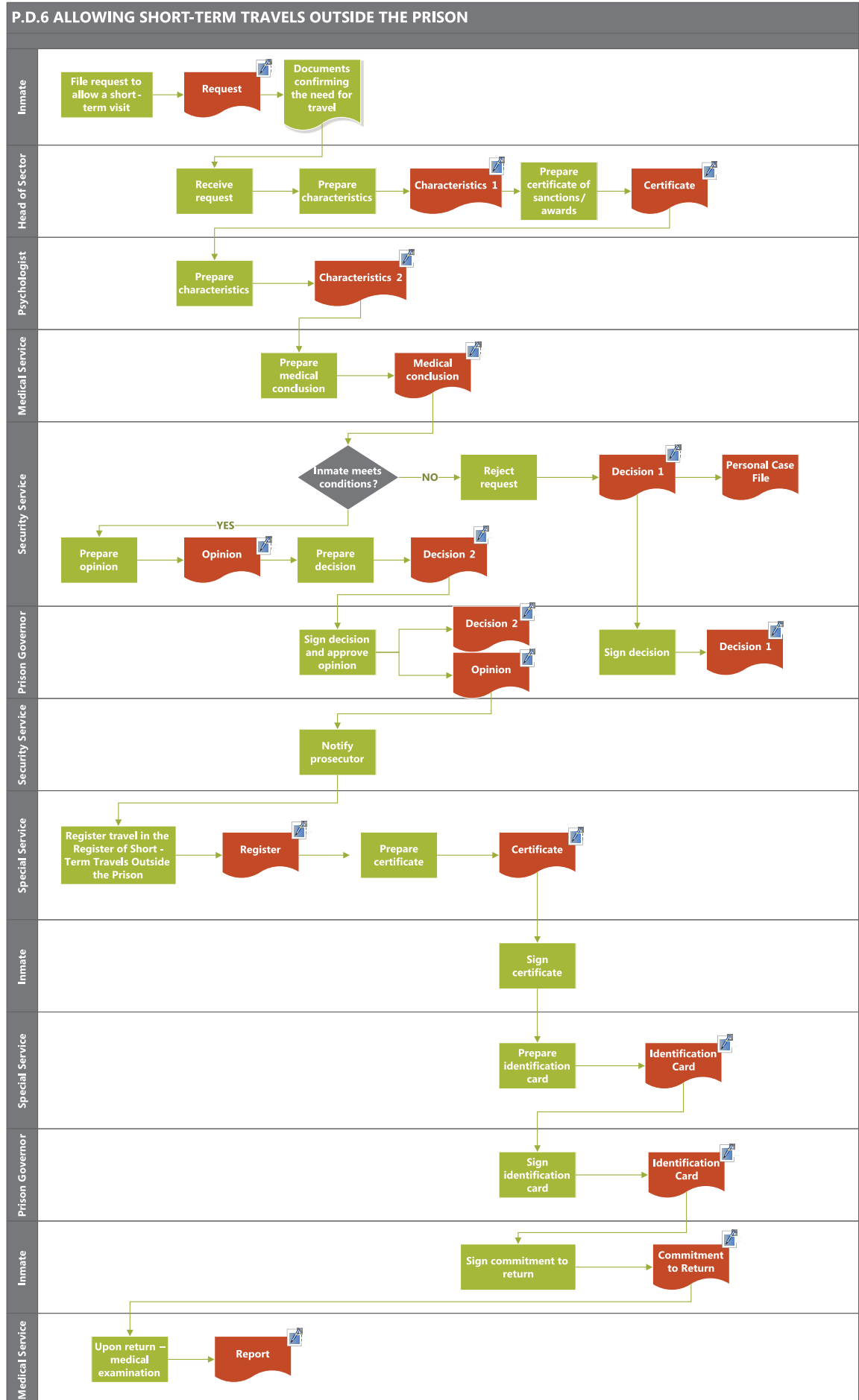
Flowchart 4



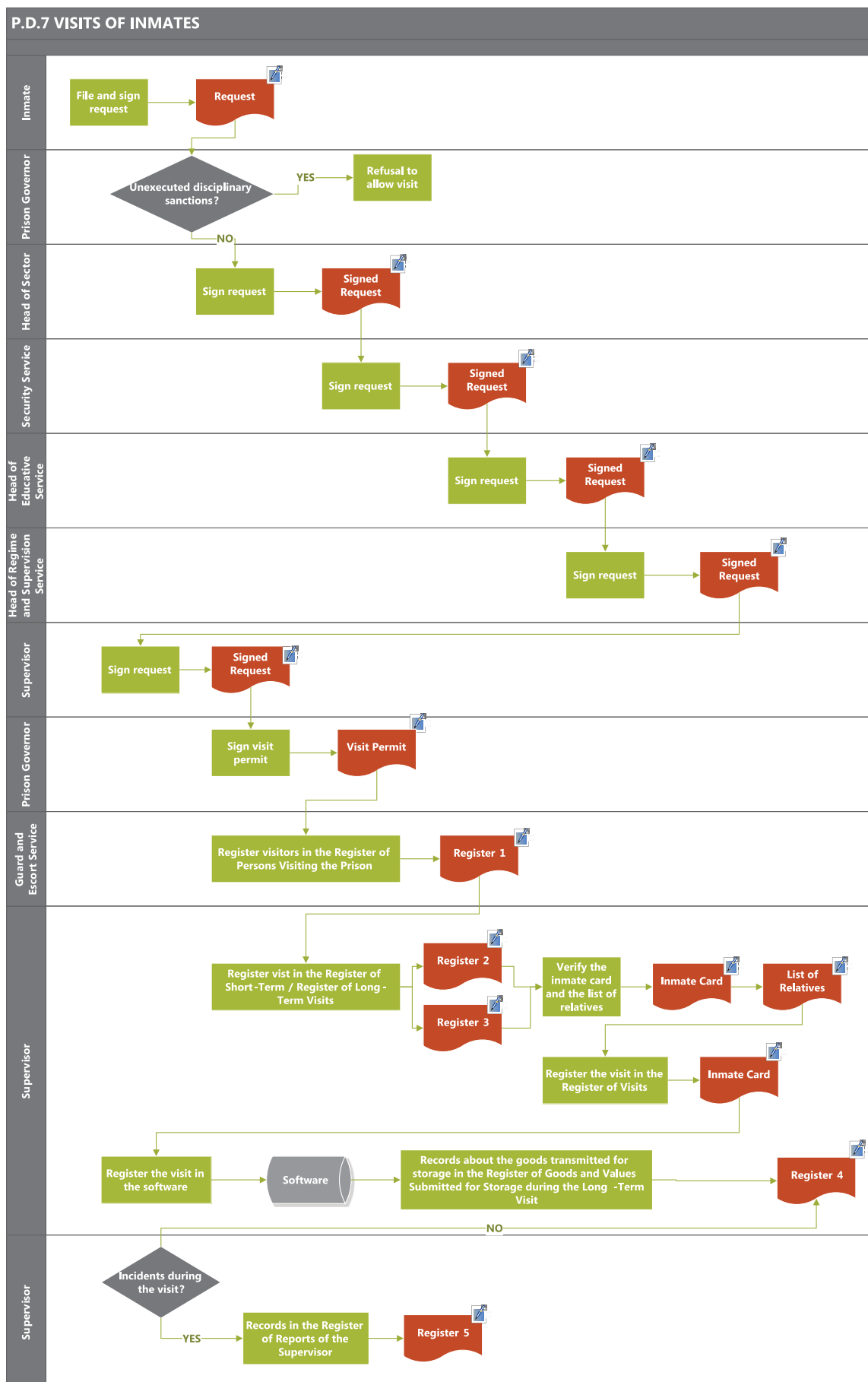
Flowchart 5



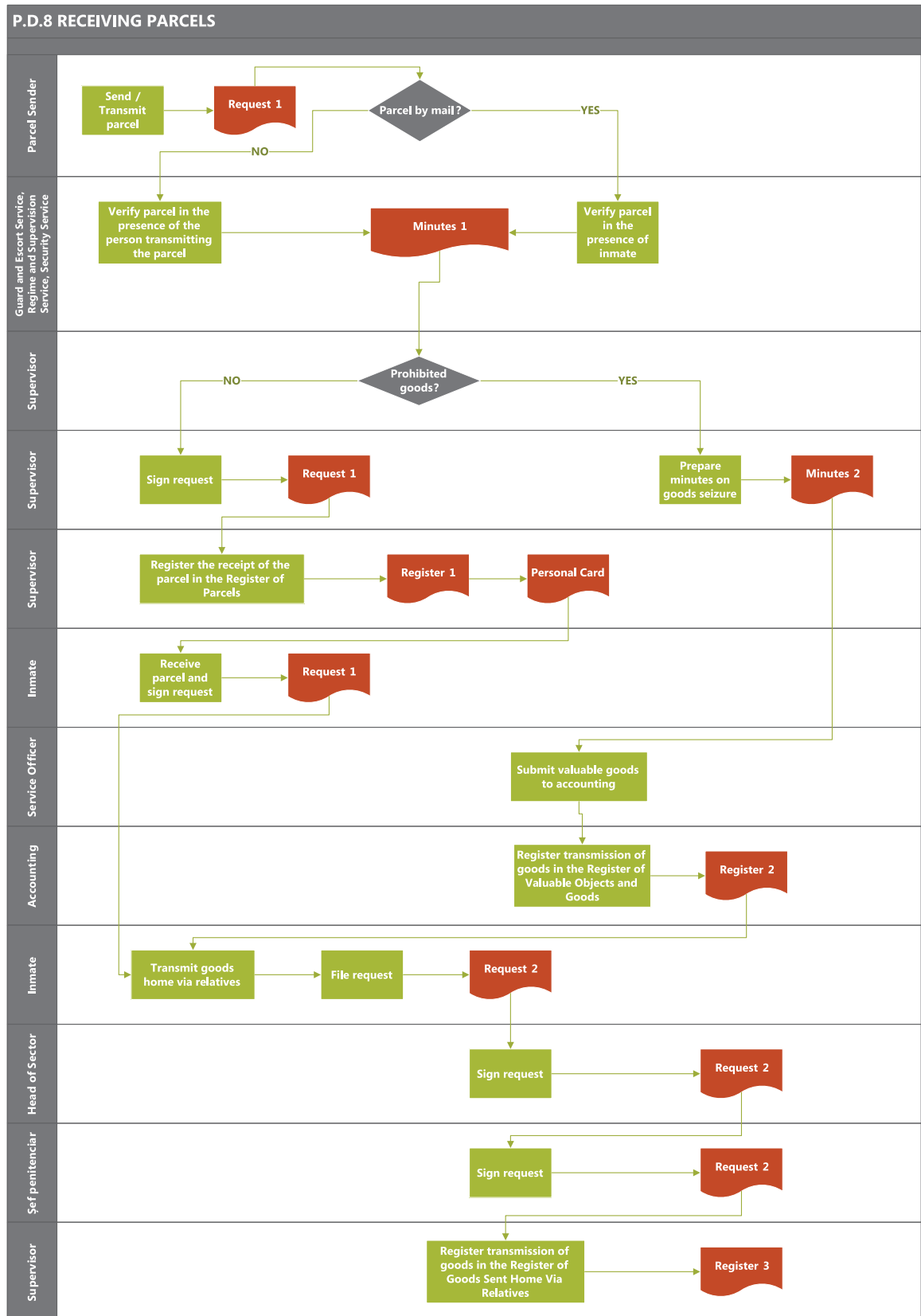
Flowchart 6



Flowchart 7

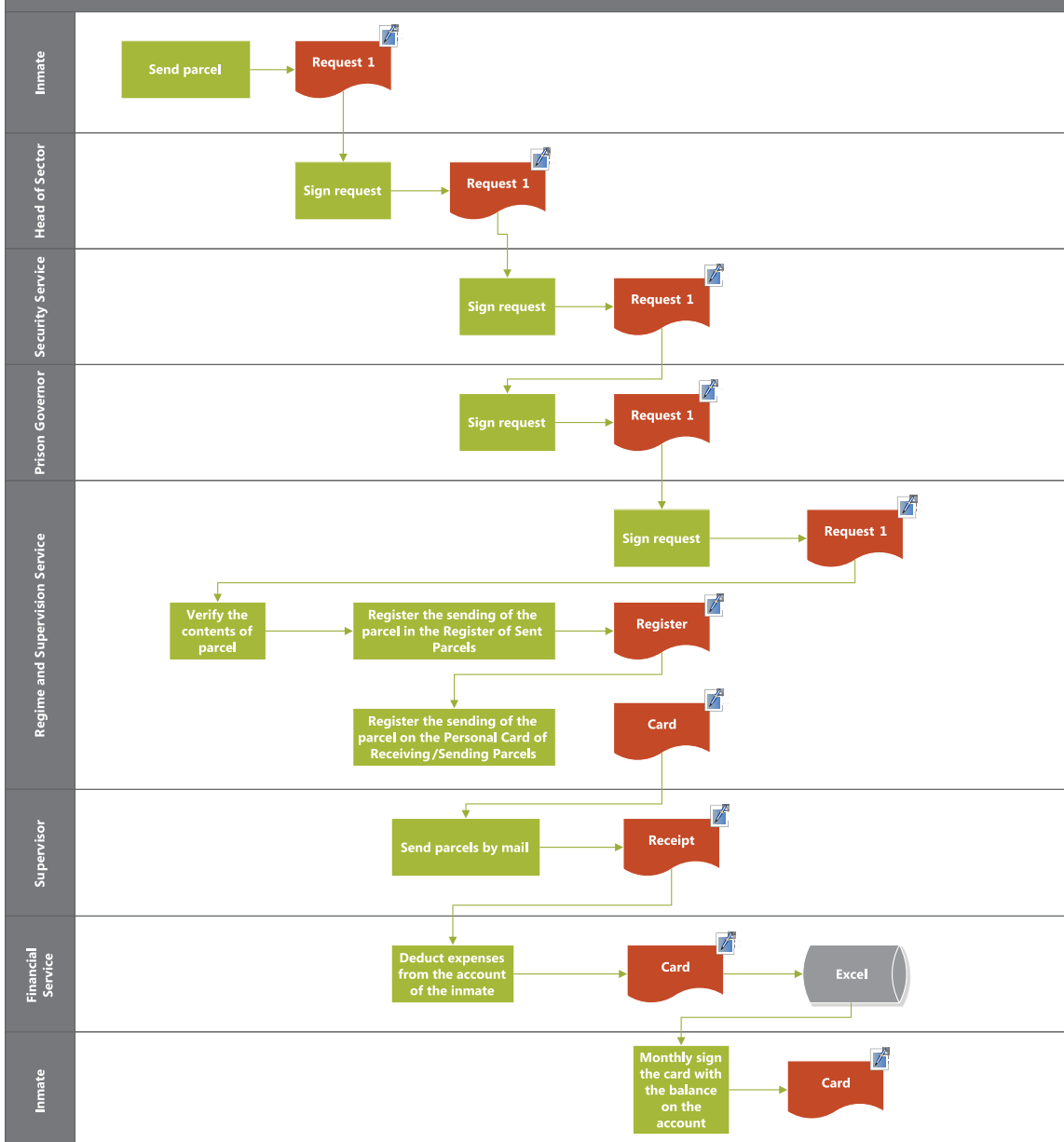


Flowchart 8

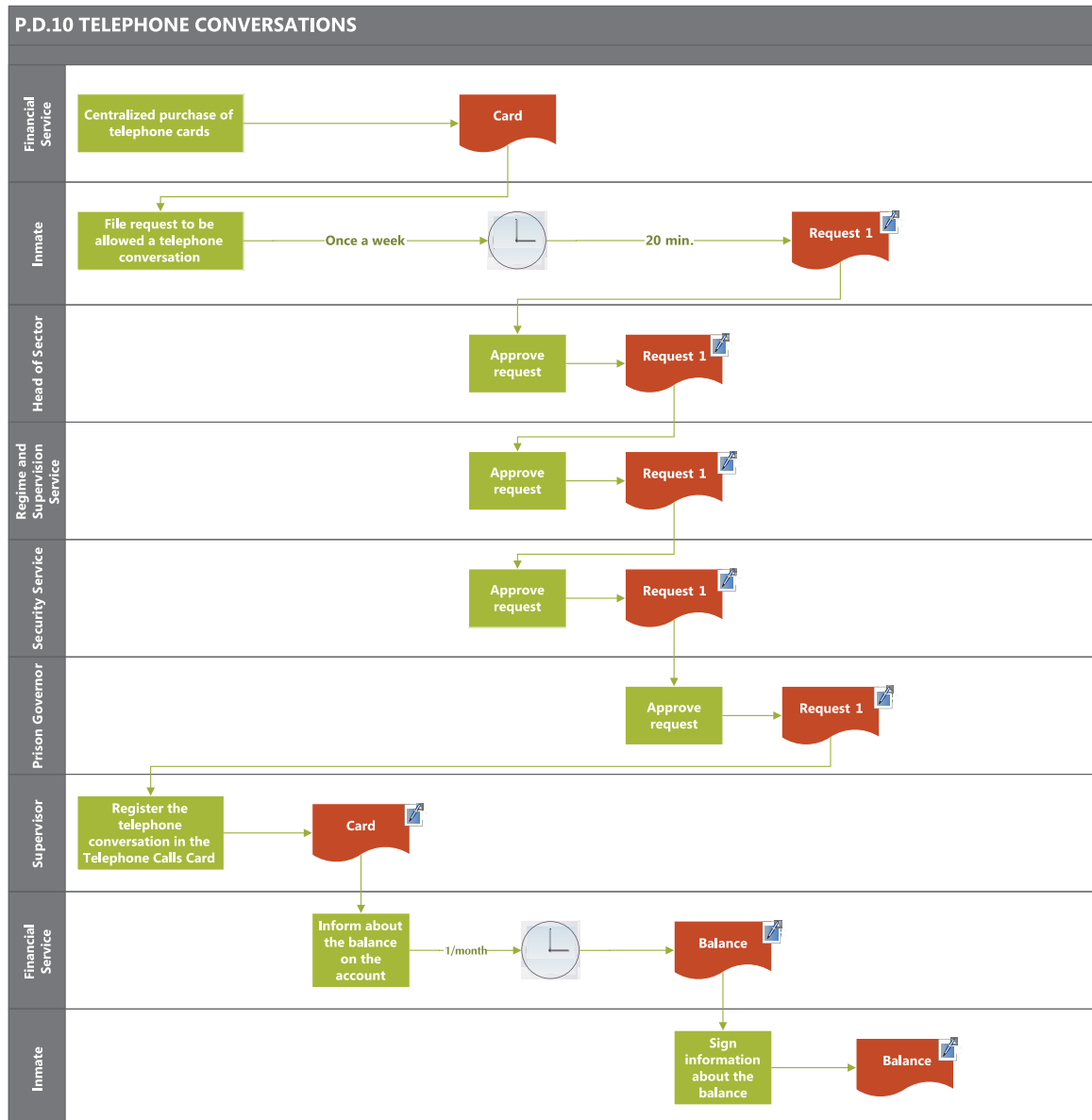


Flowchart 9

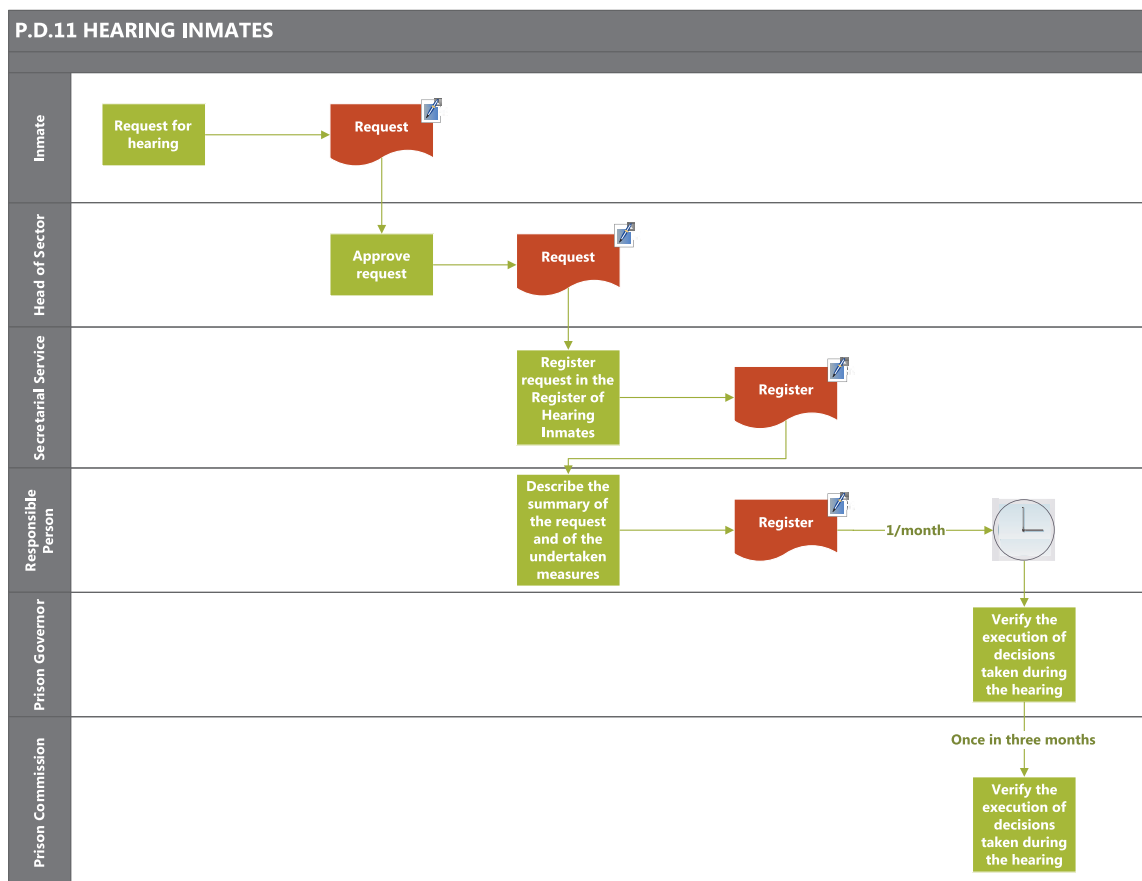
P.D.9 SENDING PARCELS



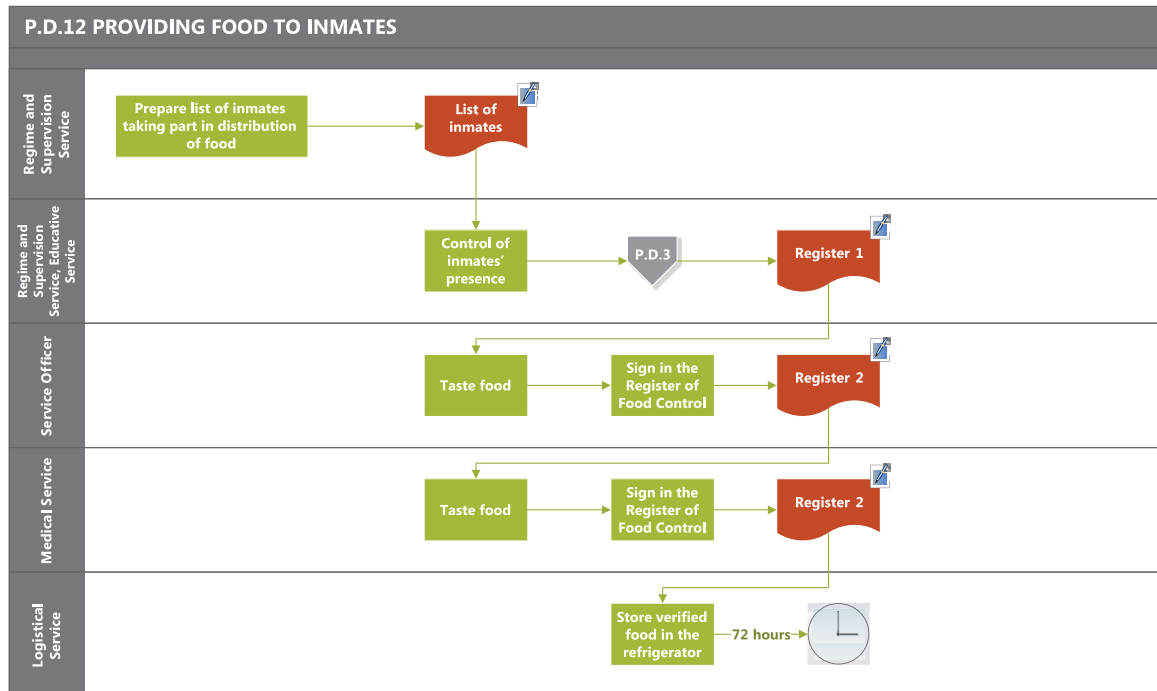
Flowchart 10



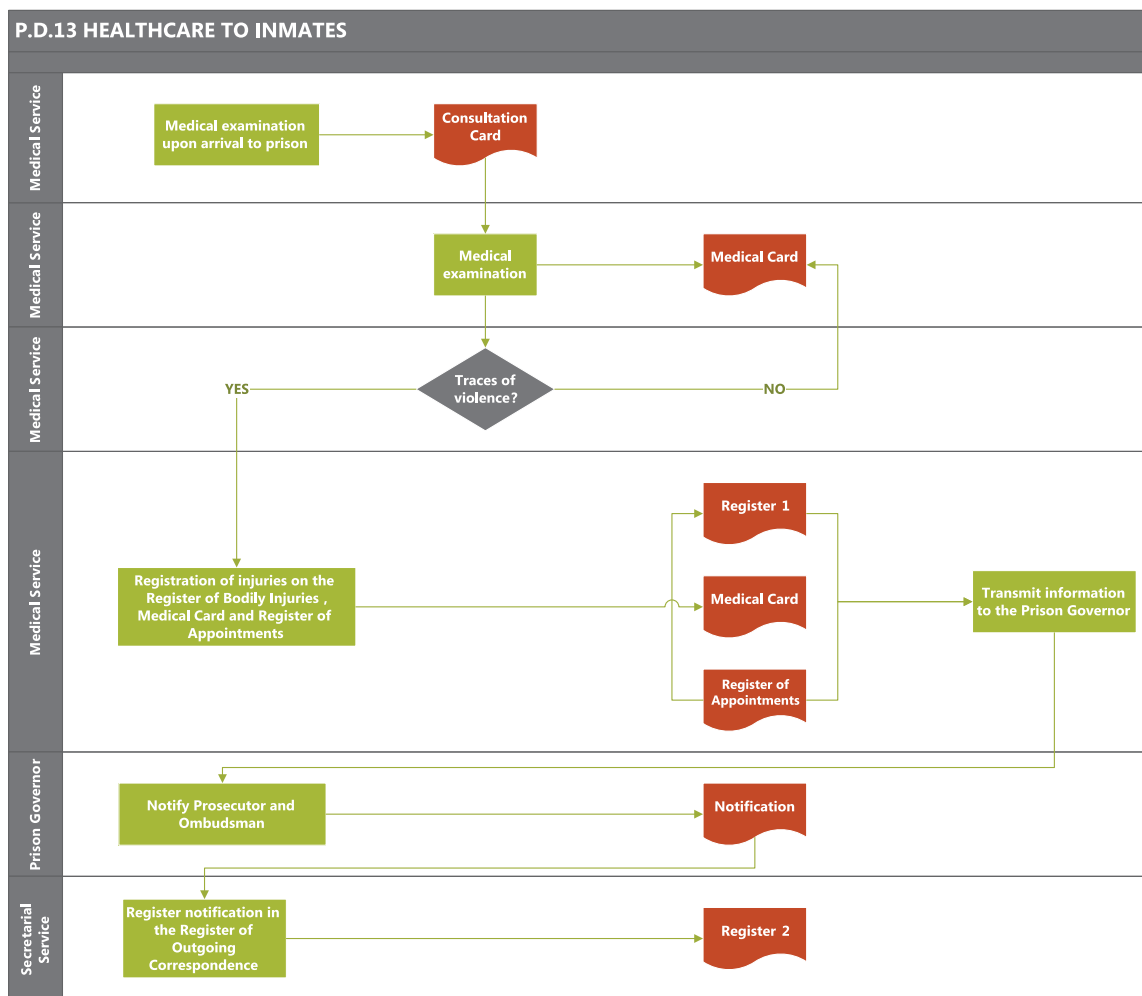
Flowchart 11



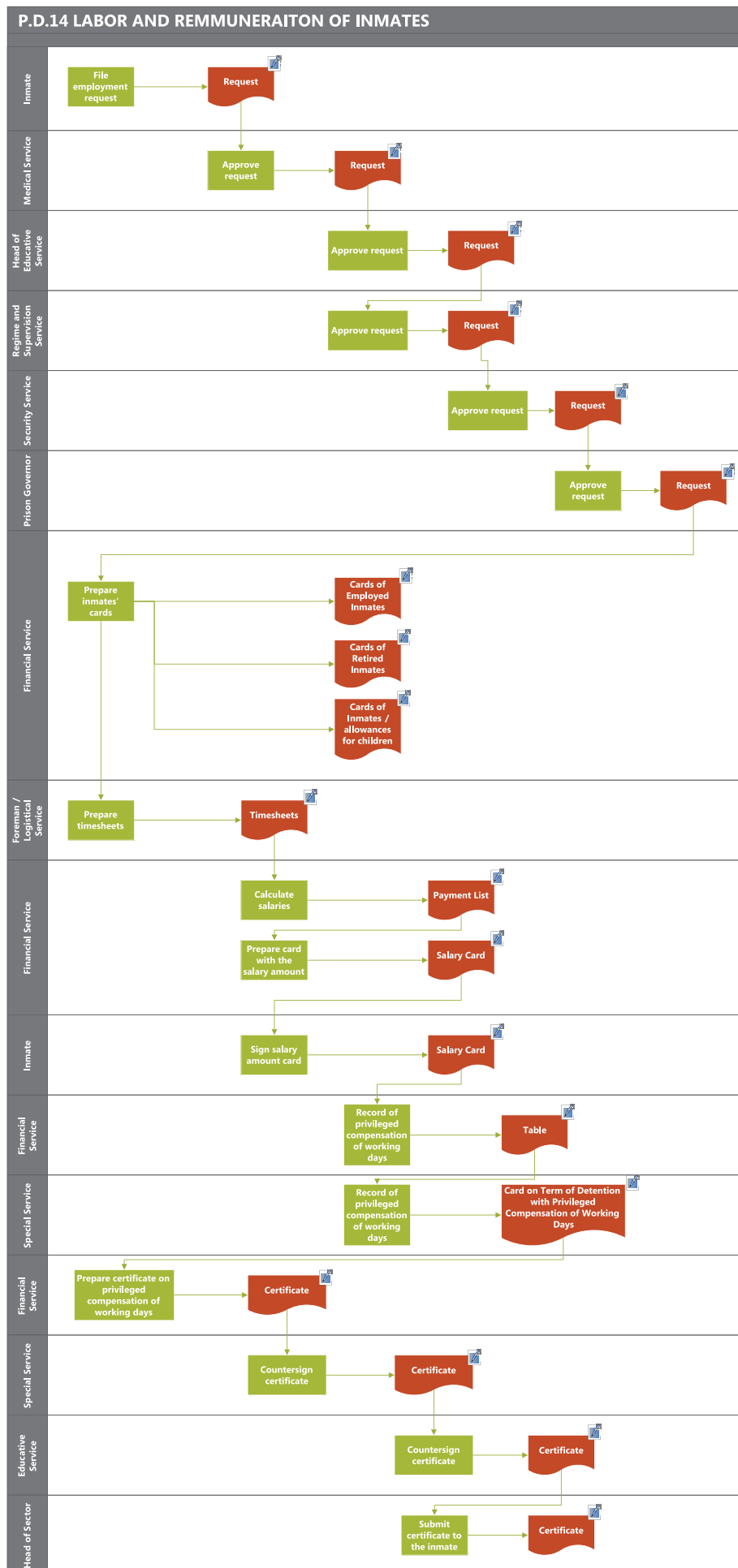
Flowchart 12



Flowchart 13

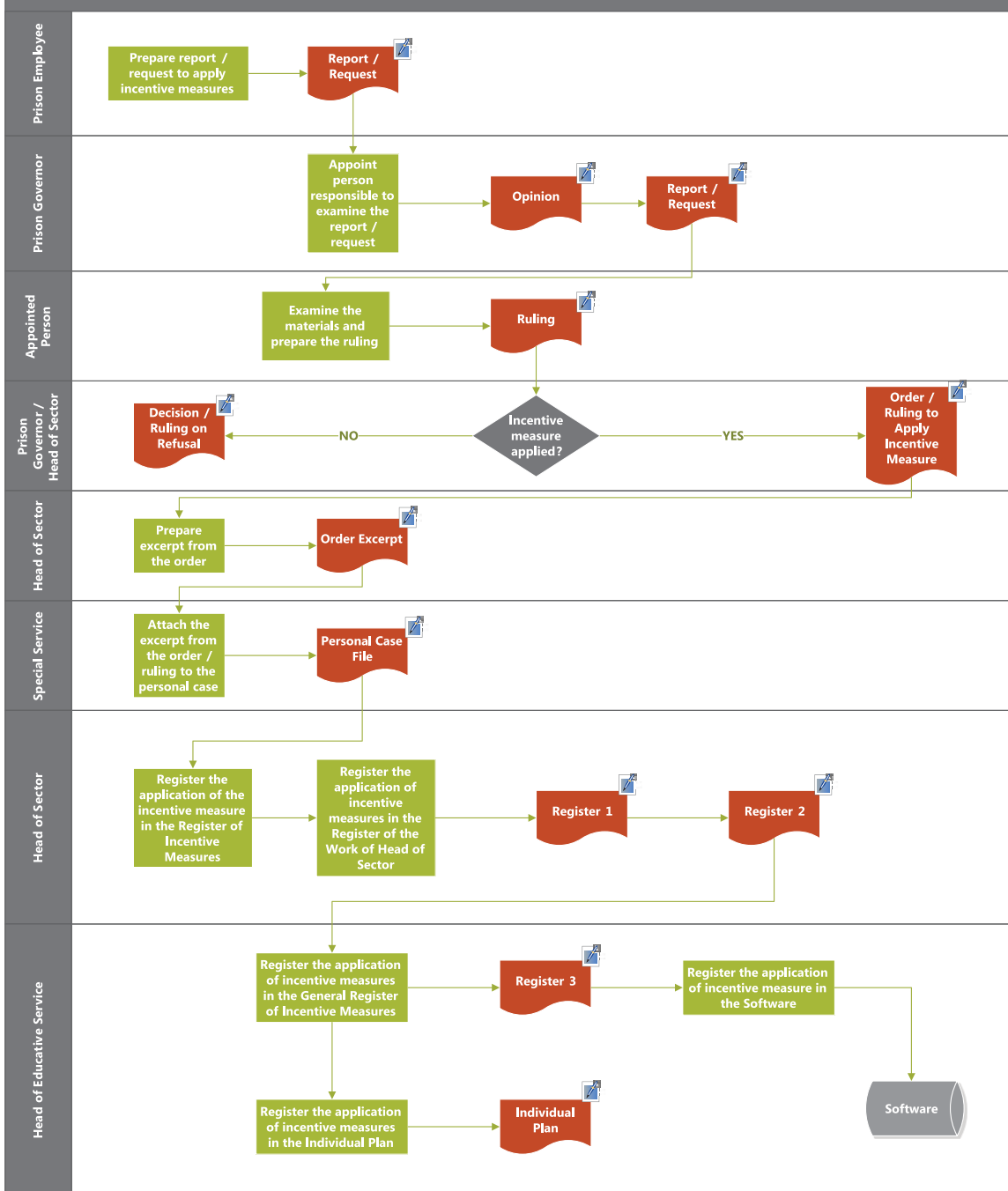


Flowchart 14

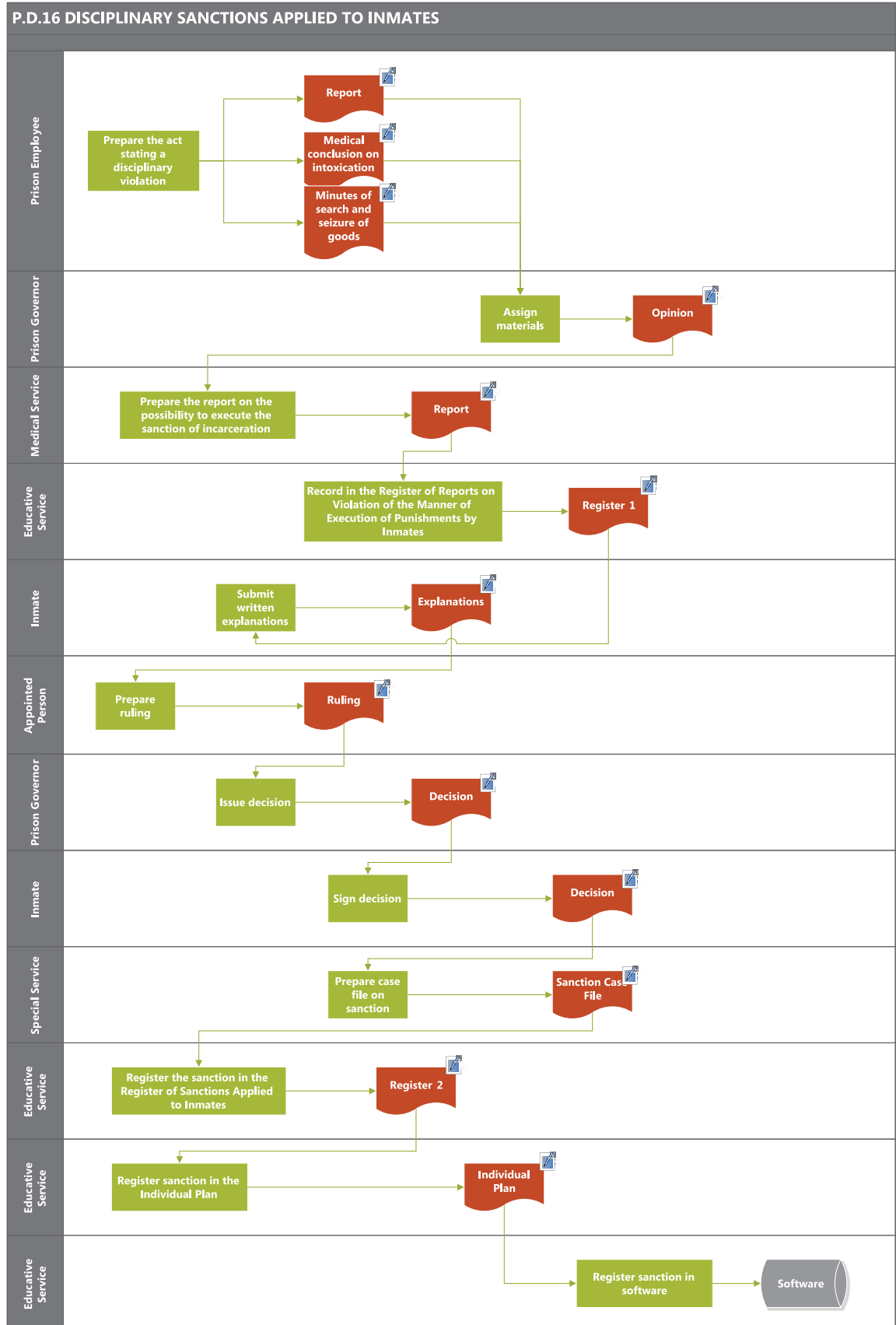


Flowchart 15

P.D.15 INCENTIVES APPLIED TO INMATES



Flowchart 16



ANNEX 7

QUESTIONNAIRE: Identifying Key Duties of Prison Staff⁵

1. Name of service:

2. Surname, name of the employee filling-in the questionnaire:

.....

3. List 8 basic duties performed by the service and provided for in the regulations

1.
2.
3.
4.
5.
6.
7.
8.

4. Check the normative act regulating the duties

1.	A. DPI Regulation	B. Order, job description
2.	A. DPI Regulation	B. Order, job description
3.	A. DPI Regulation	B. Order, job description
4.	A. DPI Regulation	B. Order, job description
5.	A. DPI Regulation	B. Order, job description
6.	A. DPI Regulation	B. Order, job description
7.	A. DPI Regulation	B. Order, job description
8.	A. DPI Regulation	B. Order, job description

5. Specify the beneficiary of each duty

1.
2.
3.
4.
5.
6.
7.
8.

⁵ Questionnaire developed based on the model from Report on Functional and Institutional Analysis of the National Institute of Justice, Dumitru Caragia, Chisinau, 2013.

6. Indicate the level of effort per each duty in percent

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

7. Specify the duties performed by the service staff which are not regulated by normative acts

1.	
2.	
3.	
4.	
5.	

8. Specify the beneficiary of the unregulated duty

1.	
2.	
3.	
4.	
5.	

9. Indicate in percent the rate of effort to perform the unregulated duties (the sum of percent in point 10 and 14 must be equal to 100)

1.	
2.	
3.	
4.	
5.	



Functional Assessment and Analysis of Working Processes in Prison No. 7 - Rusca

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