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ANALYSIS OF SOLUTIONS APPLIED IN THE MANAGEMENT OF SECURITY  
SYSTEMS IN PENITENTIARY INSTITUTIONS IN POLAND

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**Abstract.** This study is the result of many years of permanent observation of the broadly understood area of security and the area of penitentiary science that is strictly connected with it. Due to the complexity of the undertaken considerations, the author of the study decided to emphasise a certain space, which is of an extremely significant value for utilitarian reasons. However, the issue in question has never been fully described in literature. The conducted research and the data obtained as a result indicate unequivocally that there is a need to examine the management of security systems in penitentiary institutions in Poland by a thorough analysis of its individual components.

**Keywords:** security; system; process; management; analysis; protection; Prison Service

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## 1. Introduction

Being aware of the role of science in the surrounding reality, and at the same time taking into account the possibility of verifying theoretical assumptions in practice, the author of this article, following S. Kamiński, emphasises that *describing facts and creating theories that provide explanations and tools for prediction* (S. Kamiński, 1992, p. 197) becomes an indispensable objective of science in terms of the needs of social sciences, especially security sciences. According to T. Majewski, *scientific theories are so important because they contain systematised knowledge about the surrounding reality, which allows to explain it, understand it, and as a result, to predict phenomena, and thus to influence the surrounding reality in a controlled way. Thus, theories enable the development of both science and practice* (T. Majewski, 2003, p. 9). The quoted statement plays a fundamental role in understanding the issues underlying this study. Any activity that focuses on ensuring an appropriate level of safety, and in particular improving the quality of how the institution (organisation) functions, supported by scientific knowledge, becomes extremely valuable.

In the 1990s, S. Stachak claimed that *the motive for conducting scientific research is the emergence of a problem situation. Researchers, either on the basis of observation of reality or analysis of research results, or as a result of the emergence of a specific social need, notice that the existing knowledge is incomplete, not very precise or even false – that is, the existence of a certain ignorance that makes it impossible to explain the occurring facts, phenomena and processes. The question arises about the causes of events, about the relationships that occur, which, if not solved with the help of existing knowledge, become scientific problems. Thus, this question concerns that scope of knowledge which needs to be supplemented* (S. Stachak, 1997, p. 107). As mentioned above, it can

be concluded that on the basis of observations and the social need to maintain the desired level of security in the surrounding reality, a problematic situation (the subject of this study), which needs to be solved, appears. The main role is played here by the observation method, which J. Zieliński describes as follows: *it is a way of conducting research in which observation plays a key role and whose application does not involve changes in the local environment (in contrast to the experimental method). It is an intentional activity of learning facts, an intentional activity of learning through the senses* (J. Zieliński, 2012, p. 42.). Taking the above into consideration, and at the same time taking into account the need to look for utilitarian solutions, it seems justified that the considerations in question have become a starting point for a broader look at the problem of protection of penitentiary institutions. All investigations and, as a consequence, reflections will become components of a concrete, complex system of protecting these facilities, and also they will constitute a basis for all developed algorithms of conduct in this area, which undoubtedly may influence broadly understood safety. The complexity of the subject matter only reveals how many areas need to be analysed in detail. Nevertheless, in the author's opinion, the need for subjecting this area to scientific considerations is of fundamental importance. The results of the research will help not only the Polish Prison Service, but in a broader perspective, they may serve related institutions in other countries. The exchange of experience as part of good practice builds a certain teamwork. Jointly developed positions may improve the comfort of the service in terms of protecting society from the perpetrators of crime. They will also determine the development of the institution, and above all the ability to learn, which is an extremely important feature for the existence of contemporary organisations. The analysis of the problem in question, which concerns the institution as an organisation and the optimisation of the processes that take place in its environment, calls for highlighting several of its important features. In the light of these considerations, it seems justified to refer to Peter Drucker, an American classic author of the theory of organisation and management, who in one of his works distinguishes seven basic characteristics of management:

- *Management is first and foremost about people. Its purpose is such cooperation of many people that allows neutralisation of weaknesses and maximum use of the talents and strengths of participants. People are the most important resource of an organisation. [...];*
- *Management is deeply rooted in culture. This means that it has to take into account the norms of appropriate behaviour, the values recognised by a given community, which make it possible to distinguish evil from good, symbols, myths, legends. Human individuals are participants of many cultures: national, regional, professional, organisational. Effectively interacting with other people requires knowledge of and respect for the cultures in which these people participate. For example, sending a young woman to an Arab country for negotiations will be interpreted by the hosts as an insult. [...];*
- *Management requires simple and understandable values, action objectives and tasks, that unite all participants in the organisation. Values and goals should lead to their emotional involvement. [...]*
- *Management should ensure that the organisation is capable of learning, i.e. of adapting to changing conditions and the continuous improvement of its participants, i.e. of acquiring new skills, capabilities and patterns of operation [...]*
- *Management requires communication, i.e. the circulation of information within the organisation and the exchange of information with the environment. The most frequent form of a manager's work is communication: conversations, meetings, conferences, telephone talks, speeches, interviews, letters, notes, etc. The art of communication consists in: conveying to the right addressees, at the right time, messages that will be understood in accordance with the sender's intention and have the intended effect, and also in the ability to correctly receive messages sent by others, that is, understanding why they were sent. [...]*
- *Management requires an extensive system of indicators that allow to continuously and comprehensively monitor, evaluate and improve performance. [...]*
- *Management must be unambiguously oriented towards the basic and most important final result, which is a satisfied customer [...]* (A. K. Koźmiński W. Piotrowski. 2005, p. 62-67).

In view of the above, in order for the organisation and the processes that take place in it to lead to the effective and efficient achievement of the assumed objectives, it is necessary, first of all, to manage in accordance with the indicated values, as well as to investigate and deepen one's knowledge by confronting theoretical knowledge with practical knowledge. Highlighting the indicated catalogue of features, their usefulness and the need

for their application is expressed in the interdisciplinary approach to managing such organisations as the Prison Service. Security sciences draw on the achievements of various sciences, e.g.: management and quality sciences, pedagogy, sociology, political science, geopolitics and others, which constitutes their interdisciplinary character. This also proves that practising science fulfils the mission of searching for a better existence. According to J. Apanowicz, *science is a set of facts accumulated, verified, ordered and duly justified by generations, and put into scientific theories and laws. Facts should be understood as something certain. Something that has been, is or will be. They are accessible to sensory and mental cognition. They are subject to the processes of scientific explanation. The results of these processes and the use of these results in theory and practice serve society. Science is developed and perfected through continuous enrichment of human knowledge, and the obtained results of scientific explanations are captured in an organised system of concepts* (J. Apanowicz 2005, p. 15-16). The title of this study points precisely to the need to conduct research in such a way that the results obtained from the research process can serve the organisation and, consequently, the society. The interdisciplinary nature of security sciences underlined by the need to constructively use the achievements of other sciences gives wider opportunities to use research methods in basic, applied, diagnostic, verification, complex, heuristic or auxiliary research. The issue raised in the title of the study refers to the need for the analysis of solutions applied in the area of penitentiary institutions, which is an element of the security system of these institutions.

Security is above all a permanent process, so all activities in the area of security, undertaken for the benefit of penitentiary institutions should result from a process-based approach, taking into account first of all its essence. In the case under consideration, the essence of the matter in the context of security is, first and foremost, the protection of the public from the perpetrators of crime. Equally important is the safety of prison officers and staff, as well as the safety of persons present on the premises of penitentiary institutions. The issue of prisoners' safety also becomes indisputable. The above results from the obvious division, i.e.: firstly, Prison Service, as an instrument in the Ministry of Justice, dedicated to the protection of society against the perpetrators of crime, and prisons as places of isolation that serve the assumed purpose. Secondly, the safety of prison officers and staff, which results from a simple dependence on the first level, i.e. if the safety of officers and staff (in the course of their duties, as well as outside their work) is at an appropriate level, then the mission referred to in the first item has a chance of success. Thirdly, maintaining the desired level of security inside penitentiary institutions guarantees safety among inmates.

Making a preliminary analysis and taking into account the broad approach to the problem, it seems right to juxtapose theoretical assumptions with practice. Nevertheless, in the author's opinion, it is necessary to clarify the need for a utilitarian approach to the considered problem – scientific research.

Taking into account the assumptions of thought operations with regard to practice, i.e. making an analysis of protection activities in the organizational units of Prison Service (the first part of thought operations, i.e. analysis - thought process), the considerations in question can only be an introduction to the further stage of reflections on the security of penitentiary institutions.

In the author's opinion, in order to make a comprehensive approach to the research of the entire security system of penitentiary institutions, an interdisciplinary, holistic approach should be brought about.

Taking the above into consideration, when the main purpose of the article has been initially defined, it seems adequate to explain the perception of value of the **Analysis** in question in the systemic context, or rather the security system. According to W. R. Griffin, **a system is a set of interrelated elements which function as a whole** (Ricky W. Griffin, 2004, p. 54). For the purposes of this investigation, it has been assumed, following P. Sienkiewicz, that *a system is any complex object distinguished from the investigated reality, which constitutes a whole formed by a set of elementary objects (elements) and links (relations) between them* (J. Pawłowski, 2017, p. 553.). In order to continue the need to explain the undertaken effort, the author considered it right to emphasise the definition of the national security system (of the state) proposed by W. Kitler – *it is a collective set of authorities and public administration, other state bodies, armed forces, entrepreneurs and other organizational units, social organizations and citizens performing activities to ensure national security, deliberately separated*

*from the state system, internally coordinated and mutually interconnected by means of ordering relations, due to the undertaken mission, namely a defence and protection of the state as a political, territorial and social institution, as well as ensuring undisturbed conditions of existence and development of individuals and the whole society and protecting life and health of people, their goods (tangible and intangible) and the environment in all states of the state's functioning (in normal times, including times of crisis and states of emergency)* (J. Pawłowski, p. 560.). While reviewing the literature on the area of security, one can also find some more precise notions, such as e.g. *the system of public security as one of the distinguishable systems in the area of national (state) security – it is a set of legal norms and guarantees as well as a way of organising the bodies of public authority and administration and other legal persons, which creates formal and practical conditions for the protection of citizens from the phenomena that threaten life and health or cause damage to the environment, material losses and minimising their effect of shaping an environment, conducive to the harmonious and balanced development of society. Such a system operates at every organisational level of the state. It is formed by all state bodies, government and local government administration bodies, formations and services* (Z. Ścibiorek, B. Wiśniewski, R. B. Kuc, A. Dawidczyk, 2015, pp. 39-40.).

Hence, as mentioned earlier, the Prison Service as a tool in the Ministry of Justice has an extremely difficult task ahead of it, and a brief analysis and introduction demonstrated the legitimate need for a scientific approach to the area of the system of security of penitentiary institutions in question, as one of many elements (subsystems) that form the system of state security.

Additionally, in order to emphasise the important role of this system in the context of the state security system, the author has decided to signal some kind of foundation for building the system in question.

As it was already mentioned in the introduction, the diagnostic procedure should be the introductory element defined as the first stage. This procedure should include a number of activities in the field of identification of threats that may appear in the examined environment. Then, the possibility of reducing the probability of their occurrence should be considered. The next stage in the construction of the security system of penitentiary institutions should be the determination of resources from the environment necessary to undertake managerial activities, so as to have a chance of achieving the assumed objectives in an efficient and effective way. Strengthening the process of directing the resources from the environment will be the realisation of the management cycle, which includes, among others, preparatory, decision-making, planning, organisational, managerial and control activities.

In addition, in order to complement the considerations and taking care to preserve the principles of logical semiotics, the author proposes to adopt the following definition of security – ***security is a permanent process of maintaining stability of all variables that can negatively affect the certainty of existence and harmony of development of a given entity*** (M. Kuryłowicz, 2018, p. 141).

To sum up this part of the study – there are many determinants, dependent and independent variables which may influence the analysis in question. The variety of penitentiary institutions, different topographical location, different motivation among staff, different way of management, different level of staff knowledge, different level of applied technical and protective measures, staff potential etc. will make it difficult to make a uniform diagnosis for all units and to work out one universal model. Nevertheless, a number of the so-called regulators have been created, constituting the cohesion of solutions dedicated to penitentiary institutions. The Executive Penal Code regulates the issue under consideration as follows:

- As to the kinds of institutions:

*Imprisonment shall be carried out, subject to Article 87 § 4, in the following types of penal institutions:*

- 1) *penal institutions for juveniles;*
- 2) *penal institutions for those serving their sentences for the first time;*
- 3) *penal institutions for penitentiary recidivists;*
- 4) *penal institutions for those serving sentences of military detention (Executive Penal Code, 2020, Article 69).*

- As to the types of establishments:

*The penal institutions mentioned in Article 69 may be organized as*

- 1) *penal institutions of the closed type;*
- 2) *penal institutions of the semi-open type;*
- 3) *penal institutions of the open type.*

*Penal institutions referred to in § 1 differ, in particular, in the degree of security, isolation of convicts and their resulting obligations and rights with regard to movement in and out of the institution (Executive Penal Code, 2020, Article 70).*

The basic regulator for the operations of penitentiary units is the Executive Penal Code. The Act in question, within the framework of the regulations contained therein and delegations to other legal acts, in large part constitutes the pillar, and at the same time the starting point for conducting an analysis of protective measures in the organisational units of the Prison Service. In addition, the above is supplemented by, inter alia: Act on the Prison Service and Act on Means of Direct Coercion and Firearms. However, the leading regulator of the considered protective measures seems to be the Regulation of the Minister of Justice on ways of protecting organisational units of the Prison Service of 17 October 2016. Moreover, the considerations in question should also refer to such regulators as, inter alia:

- Regulation of the Minister of Justice on the manner of conducting tests for the presence of alcohol, narcotic drugs or psychotropic substances in the body of an inmate, their documentation and verification of 25 January 2012 (Journal of Laws of 2012, item 135) i.e. of 8 February 2018 (Journal of Laws of 2018, item 420); and also:
- Regulation of the Minister of Justice amending the Regulation on the manner of conducting tests for the presence of alcohol, narcotic drugs or psychotropic substances in the body of an inmate, their documentation and verification of 1 December 2016 (Journal of Laws 2016, item 2071);
- Regulation of the Minister of Justice on the mode of cooperation between the Prison Service and the Police in the event of a threat to or security breach in the organisational unit of Prison Service or convoy of 3 February 2011 (Journal of Laws No. 31, item 154);
- Regulation of the Minister of Justice on the type of equipment and technical means for transmitting, reproducing and recording image or sound from monitoring in penal institutions of 16 October 2009 (Journal of Laws No. 175, item 1360);
- Regulation of the Council of Ministers on the detailed course of action of Prison Service officers while performing their official duties of 23 December 2019 (Journal of Laws of 2019, item 2518)
- Regulation of the Minister of Justice on the organisational and order rules for the execution of the sentence of deprivation of liberty of 21 December 2016 (Journal of Laws 2016, item 2231);
- Regulation of the Minister of Justice on ways of conducting correctional treatment in penal institutions and detention facilities of 14 August 2003 (Journal of Laws No. 151, item 1469) i.e. of 10 April 2013 (Journal of Laws of 2013, item 1067).

The aforementioned legal acts constitute a fragment of the area, which should be examined during the conducted analyses. The review of the above source material and its comparison with the solutions applied in practice will constitute invaluable utilitarian knowledge.

## **Conclusions and Recommendations**

In the opinion of T. Pilch and T. Bauman, observation is the most versatile technique of collecting materials. *Observation provides the researcher with the most natural, and therefore the most reliable, knowledge about the observed group. With the use of appropriate control tools we obtain the most objective image of the object of research, because there are very few factors that could deform this image on the route from the data source to the researcher* (T. Pilch, T. Bauman, 2001, p. 86 - 97). The professional experience of the researcher was also an important aspect of the research process. Conducting observations and the professional experience of the researcher made it possible to organise the following areas in a logical and holistic, but above all in an open way. The catalogue of dependent and independent variables which may influence the level of security of penitentiary

institutions remains open. Moreover, at this point it should be emphasised that the problems posed below are strictly of practical nature. Following S. Palka, it can be stated that *the researcher, when taking up the task of solving practical problems, has at his disposal certain theoretical knowledge which gives him the possibility of accurately describing, diagnosing, explaining, understanding, interpreting pedagogical facts and phenomena* (S. Palka, 2004, p. 34) (in our case phenomena from the area of security sciences).

Taking into account all the needs concerning the analysis of the solutions applied in the field of security in penitentiary institutions in Poland, the author of the article distinguished twenty main areas, such as:

1. The analysis of the legal basis (legal acts) that regulate the functioning of individual security systems. Research problems that may arise here include:
  - a. What is the theoretical model of the application of regulations (legal acts) in individual types of penitentiary institutions, and what should it be?
  - b. Is the development of the organisation going well?
  - c. Is the development of the organisation possible?
  - d. Is the state of affairs in line with our expectations?

In addition, it is possible to make the analysis more specific by considering the types of institutions, the specific nature of the wards (e.g. therapeutic, so-called 'S' ward, etc.). The researcher can also focus on the analysis of security systems used in places where there are inmates who pose a serious threat to the security of the institution or inmates under special protection, etc., It is advisable to carry out a comparison of the results of the theoretical analysis with its practical application in selected organisational units of the Prison Service. The other areas include:

2. The analysis concerning protective measures (Regulation of the Minister of Justice § 22 ). Problems in this area may arise, among others, in the following questions:
  - a. What is the need and what is the required number of designated posts where protective tasks will be performed?
  - b. What is the optimum number of officers and employees who performing protective tasks?
  - c. How should traffic be organised in the organisational unit?
  - d. What is the system of entry, exit and passage used and what is the need for opening and closing entrances and passageways?
  - e. What determines and what are the principles of handling keys (keys or information carriers in the form of electronic cards that allow identification of their users or passwords for opening gates, doors or bars)?
  - f. What determines and what are the principles of handling and using prohibited objects (objects that may impede the proper course of criminal proceedings or the implementation of the established order in the organisational unit, including dangerous objects that may pose a threat to the security of the organisational unit or persons)?
  - g. What are the principles for carrying out assemblies, checks, inspections and reviews?
  - h. What are the results of checks, inspections or reviews and are the conclusions from the conducted activities executed or implemented?
  - i. What defines and what are the principles for the entry of officers and employees to an organisational unit?
  - j. What defines and what are the principles for the use of e.g. technical and protective measures, dogs, armament?

Conclusions from researching the above issues may indicate deficits, the elimination of which will evidently raise the level of security in organisational units of the Prison Service;

3. Analysis concerning protective measures (Regulation of the Minister of Justice § 34). The need identified here will concern, in particular, the reaction phase, and in it, preventing the possibility of escalation of threats that may affect the safety of the organizational unit, and not only the thesis specified in the cited legal act, i.e. "protective measures are activities aimed at preventing threats to the security of an organisational unit". The

research problems that may arise in this analysis are as follows:

- a. When does the need to use or apply means of coercion arise?
  - b. What forces and resources do we have in this area?
  - c. When and how to sound the alarm in the institution and what regulates this issue?
  - d. When and how to organise a pursuit?
  - e. How do we use intervention groups and what potential and solutions do we have in this area?
  - f. What are the methods of strengthening the security system?
  - g. Do we have the resources to strengthen the security system and is there a need to register these activities?
4. The analysis of the prevention activities carried out (Regulation of the Minister of Justice §33). A proposal for the problems that should emerge in this analysis is as follows, e.g.:
- a. Is there consistency in the nomenclature used in the so-called activities aimed at investigating the environment of detainees and their intentions to undermine order and security in other services?
  - b. Are there adequate algorithms for proceeding in the case of alarming information?
  - c. What is the cooperation with other services in this area?
  - d. Are there any changes in the approach in this respect and should the so-called operational activities be introduced?
  - e. methods are used to observe behaviour and relations within the inmates' environment?
  - f. What activities are carried out and what activities should be recommended to identify criminal subculture structures?
  - g. What actions are carried out and what should be recommended in order to identify the atmosphere among the inmates and their intentions with regard to security?
  - h. Are the existing principles and methods of collecting, processing and transmitting information obtained as a result of preventive actions appropriate?
5. The analysis concerning the schedule of duty can be oriented to a particular security system, type of the facility or other assigned tasks. The issues addressed in this analysis should address, among other things:
- a. Is the current duty schedule complete?
  - b. What are the deficits in the duty schedule?
  - c. Is the software clear and transparent? If not, why not?
  - d. Can the duty schedule be universal and used in all security systems and types of institutions, or should it be different?
  - e. Is it consistent with other programmes, e.g. human resources?
6. The analysis of the technical and security safeguards used. This analysis is of interdisciplinary nature and it is necessary. The issues addressed in the research process should include:
- a. Are the currently used criteria for the external fence line (the external line of the protective fence, made of solid material or materials forming an openwork fence equipped with safety devices making it difficult to overcome) up to date?
  - b. Are the currently used criteria for internal fence line (internal line of the protective fence, which may be solid or openwork fence or marked in some other way) up to date?
  - c. Are the currently used criteria for internal fences (internal fences that separate individual areas of the organisational unit) up to date?
  - d. Are the currently used criteria for gates, doors, and bars at the entrances to the organisational unit, individual buildings, areas, and cells, and between storeys of buildings up to date?
  - e. Are the currently used criteria for window bars and internal basket bars installed behind entrance doors and in front of window openings, as well as screens and nets to secure window openings and locks for gates, doors, and bars up to date?
  - f. Is there a need to install power generators or other substitute sources of electricity and lighting on the prem-

ises of organisational units?

g. Are the currently applied criteria for securing manholes, drains, ventilation equipment, gutters, lightning protection installations, poles, aerial masts, chimneys and other high points, skylights, entrances to attics and roofs and entrances to basements up to date?

h. Are the currently used criteria for CCTV and access control devices up to date?

i. Are the currently used devices for controlling persons, luggage, vehicles and cargo in line with the needs of modern penitentiary institutions?

j. Are the currently used devices for the control of persons, luggage, vehicles and cargo, emergency call devices, means of radio and wire communication, means of alarming in line with the needs of modern penitentiary institutions?

k. Is the currently used fixed accommodation equipment and other mechanical, electrical, electronic and constructional technical-security measures in line with the needs of modern penitentiary institutions?

l. Does the organisational unit have electricity power switches installed in the guardroom or in its area for the institution or its individual areas, and does it have a technical possibility of interrupting the broadcasting of programmes by the radio-communication system and is there such a need?

7. Analysis of the assumptions of the convoy service. This analysis should concern e.g.:

a. Are the procedures regarding convoy service, convoy implementation, recognition of convoy destination, convoy equipment, communication sufficient?

b. Is the implementation of convoy in other services based on the same algorithms or not and why?

8. The analysis of used tactics and intervention techniques. Research on this issue should cover the whole spectrum of approach, i.e. from the training process to the verification of cases where selected tactics or intervention techniques are used. Example research problems:

a. Is the training system adequate and appropriate for the catalogue of threats?

b. Is the catalogue of used tactics sufficient?

c. What tactics are used in other formations and why?

d. What is the training process in this respect like?

e. Is the catalogue of applied intervention techniques sufficient?

f. What intervention techniques are used in other formations and why?

9. Analysis of CCTV/monitoring systems used in individual units or types of institutions. The issues in this area should include the following:

a. What is the condition of the currently functioning CCTV / monitoring systems in penitentiary units?

b. Does the monitoring system completely cover the required space?

c. Are there places on the premises of penitentiary institutions which are not covered by the monitoring system?

d. Are there alternative ways of monitoring space in penitentiary institutions?

10. Analysis of the completeness of operating instructions. Example research problem include the following:

a. Has an adequate number of posts been applied in individual protection systems?

b. Do the operating instructions include all the required assumptions?

c. What is the knowledge of the assumptions of operating instructions by individual officers who occupy the indicated posts?

d. Are operating instructions legible and comprehensible?

e. Are operating instructions not excessively and unnecessarily elaborated?

11. The analysis of the justification for liquidating armed posts. The problems that may arise here should be related to the following:

a. What were the benefits after the elimination of most armed posts?

b. What losses or threats appeared after the elimination of most armed posts?



- c. What does this look like in other countries?
- d. Did any events occur that could affect the desired level of security of the penitentiary institution after the decision to liquidate the armed posts?

12. Analysis of using of means of physical coercion. The problems in this analysis can be the following:

- a. Is the catalogue of means of physical coercion adequate to the needs of the Penitentiary Service?
- b. What means of physical coercion are available in the protective space and is it reasonable to include them in the catalogue of availability for the Penitentiary Service?
- c. What means of physical coercion are used in other formations and what influenced such a choice?
- d. Is the catalogue of cases where the use of means of physical coercion is possible sufficient?
- e. Are the algorithms for behaviour in the case of using selected means of physical coercion complete?
- f. Do the applied intervention tactics and techniques take into account the use of means of physical coercion dedicated to the Prison Service?
- g. Does the training process include practical training in the use of each of the means of physical coercion listed in the catalogue?

13. Case analysis of firearms use. The issues that may arise in this area are as follows:

- a. Is the catalogue of firearm use cases sufficient?
- b. Are the algorithms for behaviour in case of firearms use complete?
- c. Do the applied intervention tactics and techniques take into account the use of firearms by Prison Service officers?
- d. Does the training take into account particular incidents or situations that involve the use of firearms?
- e. Have particular cases or situations of using firearms been considered in the training process?

14. Analysis of the rationale for selecting the type of weaponry dedicated to the Prison Service. Problems that arise in this area should include the following questions:

- a. What firearms are available in the defence and security area and whether it is justified to increase the assortment used by the Prison Service?
- b. What firearms are used in other formations and what influenced this choice?
- c. Will the currently used firearms meet the expectations of users?
- d. Are the currently used firearms adequate and do they enable safe performance of tasks set for the Prison Service?

15. Analysis of the rationale for using police dogs or special dogs. The issues that arise here may include the following questions:

- a. What tasks is a police dog or special dog used for?
- b. Is the catalogue of tasks intended for a police dog or a special dog adequate to the needs of the Prison Service?
- c. Is there a justified need to increase the resources of police dogs or special dogs?
- d. Is there cooperation with other entities in the use of police dogs or special dogs and what is its quality?
- e. What is the process of training special dogs or police dogs and does it meet the desired expectations?

16. The analysis of control activities (Regulation of the Minister of Justice § 67). Problems in this issue may include:

- a. What are the methods of carrying out personal or cursory inspections?
- b. What are the methods of carrying out inspections in cells and other premises in residential wards?
- c. What are the methods of carrying out inspections of premises outside residential wards?
- d. What are the methods of inspecting packages and objects?
- e. What are the methods of inspecting vehicles?

- f. What are the methods of carrying out general inspections?
- g. Are the methods used in compliance with the law?
- h. What is the effectiveness of inspections?
- i. What role do inspections play in the process of maintaining an adequate level of security in penitentiary institutions?

17. Analysis of fire protection issues. In the author's opinion, the problems that may appear in this analysis are as follows:

- a. What is the staffing situation of persons trained to act as fire protection inspectors?
- b. In which place in the organisational structure is a person dealing with fire protection positioned?
- c. What is the number of inspections carried out by fire protection inspectors?
- d. Is there a need to appoint fire protection teams?
- e. Are the established tasks in the field of fire protection relevant to the needs of individual penitentiary institutions?
- f. What is the cooperation with local units of the State Fire Service like?
- g. Is the documentation in this respect complete, legible and understandable?
- h. What is the justification (apart from that resulting from fire protection regulations or construction law) for equipping organisational units with fire protection equipment, e.g. a motor pump with accessories, equipping team members, etc.?

18. The analysis of defence matters. The issues addressed in this analysis should be related to the following:

- a. What is the role of the Penitentiary Service in the State Security System?
- b. What are the expectations of the defence system towards the Penitentiary Service?
- c. What documentation is kept at different levels of the Penitentiary Service?
- d. What is the functioning of penitentiary units in a state of emergency or martial law like?
- e. What is the awareness of prison officers and employees of defence matters?
- f. How many people are trained in conducting defence matters in the Penitentiary Service?
- g. What is the management of those recalled from military service?
- h. Which assumptions of the Act on General Obligations to Defend the Republic of Poland apply to the Prison Service and to what extent?
- i. How are concepts of defence or protection-defence exercises prepared in penitentiary units?
- j. Are conclusions from conducted exercises implemented into preventive and planning solutions?
- k. How does the regular duty service function in penitentiary institutions?

19. The analysis of cooperation of Prison Service officers and employees within the applied security system. The problems of this analysis should include the following:

- a. What is the interpersonal communication between officers and prison staff in the penitentiary institution?
- b. What is the communication like between individual organisational units in the penitentiary institution?
- c. What is the understanding of the needs of the security system by officers from outside the security department?
- d. What is the fulfilment of duties like concerning the security system by officers from outside the security department and what is their quality?
- e. What is the level of knowledge of the security system of the penitentiary institution among officers from outside security departments?
- f. What is the level of knowledge of the security system of the penitentiary institution among officers from security departments?
- g. What are the legal regulations concerning the transfer of information, communication within the penitentiary institution?

20. Analysis of penitentiary units functioning legitimacy. The problems included in the proposed analysis may pose the following questions:

- a. Has the introduction of penitentiary units influenced the level of security in penitentiary institutions?
- b. Have the forces and resources engaged in the implementation of penitentiary units translated into the expected effects?
- c. Which of the roles performed by individual officers within penitentiary units turned out to be necessary?
- d. Is communication between individual penitentiary units correct and does it influence the level of security of the penitentiary unit?

The issues raised above, framed and subjected to a scientific criticism, will provide a body of source material ready for further, more in-depth criticism. Considering the number of variables that appear in the studied matter, complex approaches should be taken into account in the first place. Due to social expectations and the responsibility that the Prison Service faces, the researcher should take a critical look at the course of one's own research and, above all, at the obtained results. Research undertakings and elements should be thoroughly prepared and conducted. The proposals presented above do not constitute a closed catalogue.

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