

The prison service and its logistics as a process affecting the stability and security of the formation's functioning

Original article

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Abstract

Keywords:

logistics, stability and security, prison service

Objectives: The research purpose of this article is to describe how logistics of prison service affects functioning of the modern penitentiary system.

Methods: The main method used in this study is data analysis.

Results: The analysis shows importance of a proper, well financed logistic system in the modern prison service

Conclusions: Prison institutions need efficient logistical operations in order to be able to carry out elementary functions in an efficient manner and to ensure the statutory tasks assigned to them. If the transport system does not function properly, there is indeed an increased risk that detainees will not be taken to another unit at the right time, that they will not show up for their trial, or that they will not be able to carry out their work outside the prison. However, the risks are wider and may involve a greater likelihood of a successful assault on the convoy, or of a convict escaping from the transport. Potential problems also include an outsized risk to those involved in the transport, including officers. Low efficiency of supply and storage leads to material shortages and impedes the smooth running of prison or detention centre operations, and can be a factor leading to the violation of the rights of detainees.

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Introduction

Logistical processes are among the most important activities carried out in modern organisations. They are a prerequisite for the smooth functioning of manufacturing and distribution activities. At the same time, it should be kept in mind that logistics has entered the private sector relatively recently and was previously associated with the military. Hence, considering it in terms of services belonging to the state security system seems a natural consequence of the logistics origin. It shows that it is not only business, but also the public sector, including the services, that needs it in order to operate efficiently and fulfil the tasks entrusted to them by law. The aim of the article is to characterise logistics as a process affecting the stability and security of the operations of the Prison Service. Therefore, it introduces the said formation and then discusses the operation of the logistics subsystem.

1. Prison Service as a formation carrying out the tasks of imprisonment and pre-trial detention

The Prison Service is the dispositional service of the state, whose main task is the effective isolation of offenders who have been given a custodial sentence, or people against whom the court has decided to apply a protective measure in the form of temporary custody (Kalaman, 2016).

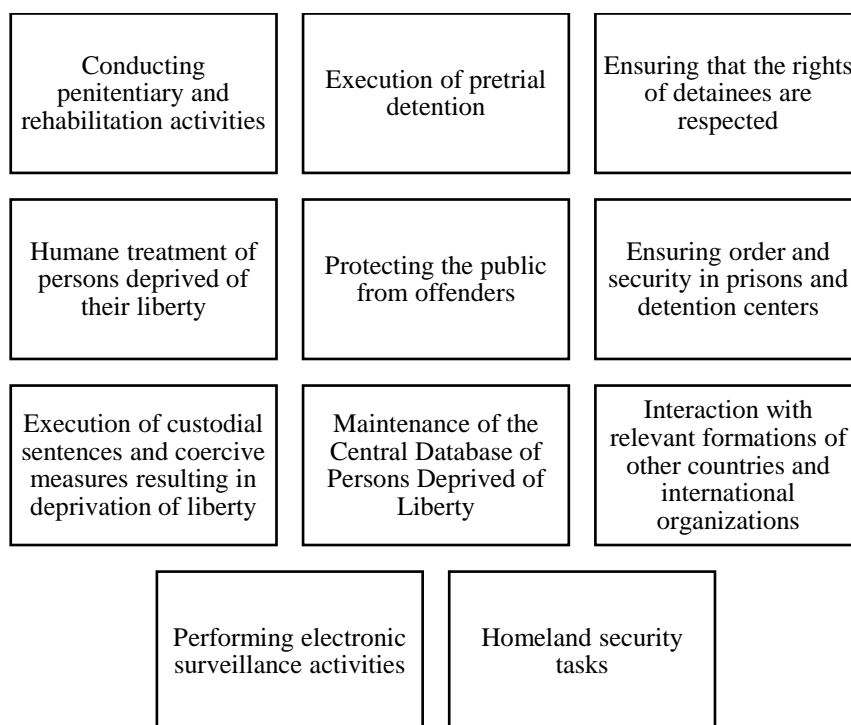


Fig. 1. Statutory tasks of the Prison Service

Source: compiled on the basis of: Ustawa z dnia 9 kwietnia 2010 r. o Służbie Więziennej, Dz. U. 2010 nr 79 poz. 523, ze zmianami and M. Lewandowski, Zadania Służby Więziennej na rzecz bezpieczeństwa państwa – kierunki zmian,, "Wiedza Obronna" no. 1-2/2019, p. 121-122.

According to Article 1 of the Prison Service Act of 2010, it is a uniformed and armed apolitical formation, which is subordinate to the Minister of Justice and has its own organisational structure (Act of 9 April 2010 on the Prison Service, 2010). Thus, the Prison

Service is a type of service which, within the framework of the public administration, specialises in the execution of pre-trial detention and deprivation of liberty.

The PS (Prison Service) is a formation that has the appropriate organisation, technical equipment and personnel to effectively isolate offenders and ensure the execution of custodial sentences (Lewandowski, 2019, pp. 119-121). The Act provides for a number of tasks that have been set for the Prison Service. These are summarised in Fig.1.

According to Article 2, paragraph 1 of the Act: “The Prison Service carries out (...) tasks with regard to the execution of pre-trial detention and penalties of deprivation of liberty and coercive measures resulting in deprivation of liberty” (Act of April 9, 2010 on the Prison Service, 2010). The duties of the PS primarily come down to carrying out a variety of penitentiary and rehabilitation interventions and protecting society from the perpetrators of the most serious crimes. However, it is also the task of the Service to ensure that the rights of detainees are respected and that security and order in prisons and detention centres are achieved (Act of April 9, 2010 on the Prison Service, 2010).

Table 1. Disaggregation of the system tasks of the Prison Service and the tasks of individual penitentiary units.

Level	PS system tasks	Unit tasks of jails and prisons in the PS
Mission	Protecting society from perpetrators of particularly serious crimes and the satisfaction of social justice, through the implementation of court sentences that result in deprivation of liberty in accordance with the principles of humanity and respect for dignity; carrying out the rehabilitation of offenders, which gives them a chance to readapt and reintegrate into society and return to normal functioning after the end of their sentence	
Objectives of the prison system	Isolation of criminals, restoration of full-fledged citizens to society, cooperation with other state security organs	Implementation of security protection for prisoners, security of prison staff, ensuring the security of the unit's property
Ways to achieve the goals	Varying the degree of isolation, conducting penitentiary, rehabilitation and therapeutic interventions, conducting pretrial detention	Exercise preventive activities and protective undertakings, respond to security threats and emergency events
Work methods and techniques	Creation of different types of prisons, modeling of individual measures of influence, preparation of electronic surveillance system, use of group methods of influence, isolation of accomplices, prevention of uncontrolled external contacts	Recognizing the atmosphere within a given unit, placement of prisoners in cells and places of confinement, use of direct coercion and firearms, disciplinary punishment, isolation of dangerous prisoners
Documentation	Carry out documentation-reporting activities, including the development of: statistics, analysis, statements	

Source: Poklek, R. (2013). Służba Więzienna w systemie bezpieczeństwa państwa, *Securitologia*, 1 (17), pp. 152.

At the same time, the perspective of the above-mentioned tasks is different when the PS is analysed as a system, as compared to when individual organisational units are considered. Thus, the systemic goal of the Service is to isolate offenders and return them to society, while the penitentiary units tend to focus on the implementation of the protection of prisoners' safety,

security of staff and striving for the security of property. The tasks of the Prison Service divided into systemic tasks and individual penitentiary units are reflected in Table 1.

The Prison Service is an integral part of the justice system, responsible for enforcement activities (Powalko, 2017, pp. 177-178). In doing so, the organisation of prison activities spans between the headquarters and the executive units (Przesławski, 2016, p. 39). The statutory bodies of the PS are: Director General of the Prison Service, together with district directors, penitentiaries and remand prisons, as well as the rector-commander of the Prison Service academy and the commandants of the Central Training Centre of the Prison Service and of the PS staff development centres (Act of April 9, 2010 on the Prison Service, 2010). In addition to the authorities, there are also organisational units of the Prison Service which are designated within the PS to carry out specific tasks (Kalaman, 2016, p. 100). These units are depicted Fig. 2.

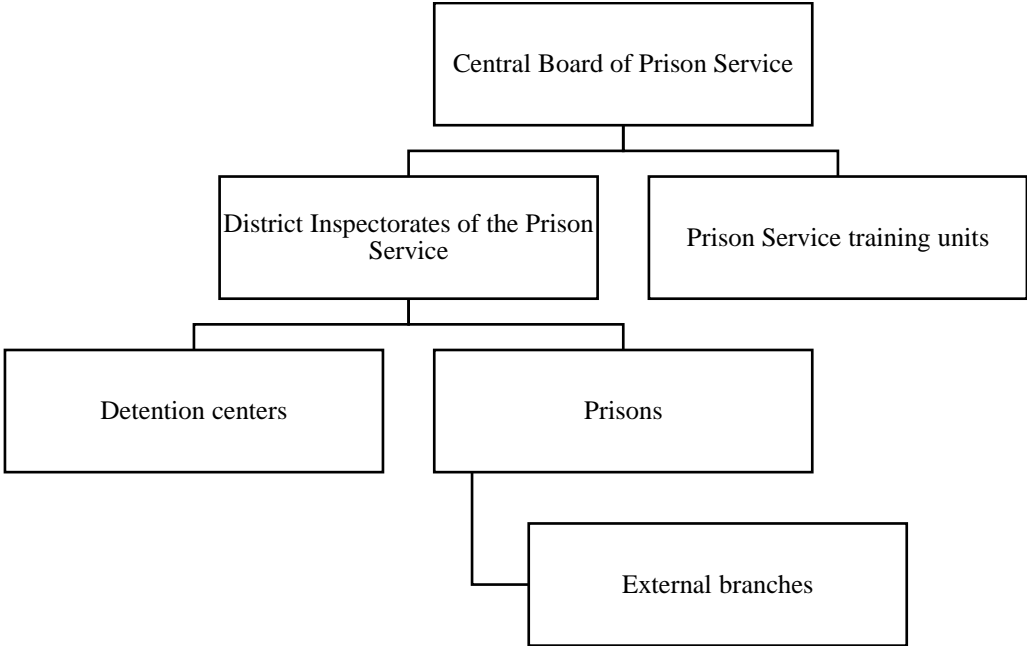


Fig. 2. Organizational units of the Prison Service.
 Source: <https://sw.gov.pl/strona/struktura-sw> (06.05.2021).

The Central Prison Service Board is the managing entity of all Prison Service units, which is an office serving the Director General of the PS. At the district level there are district inspectorates in the amount of 15 units, which are located in: Białystok, Bydgoszcz, Gdańsk, Katowice, Koszalin, Kraków, Lublin, Łódź, Olsztyn, Opole, Poznań, Rzeszów, Szczecin, Warsaw and Wrocław. These units are subordinate to individual pre-trial detention centres and prisons, which may also have external wards. The structure also includes training units, including the Central Prison Service Training Centre in Kulach and other entities, as well as the Academy of Criminology and Penitentiary Science in Warsaw (The Prison Service website). Statistical data on the number of prisons and other units are presented in Fig. 3.

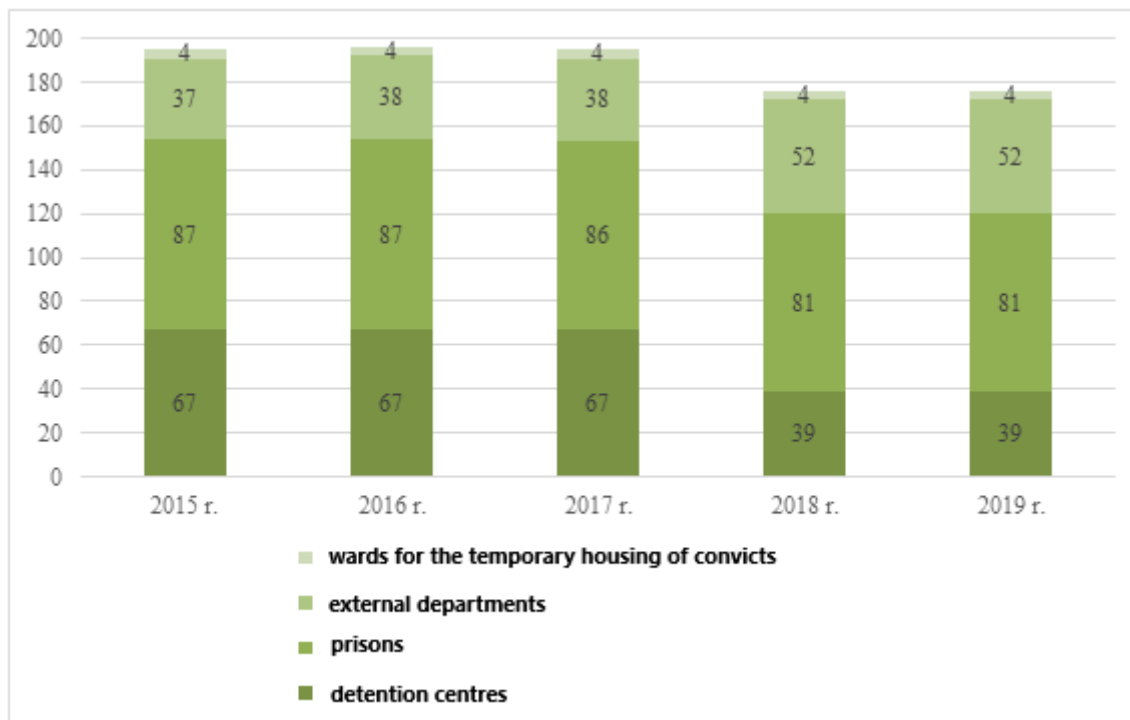


Fig. 3. Number of units of the Prison Service in 2015-2019.
 Source: <https://sw.gov.pl/strona/statystyka-roczna> (06.05.2021).

A prison is a place where an isolation sentence imposed on a person who has been sentenced by a court of law is carried out. Such an institution is specific in nature, the organisation of which is adapted in order to carry out an isolation sentence under conditions compliant with legal rules and good practice (Malec, 2018). In accordance with the Executive Penal Code (Act of June 6, 1997 Executive Penal Code, 1997) and the Regulation of the Minister of Justice on Organisational and Order Rules for Execution of Imprisonment Punishment, one can distinguish correctional institutions for: juveniles (M), those serving their sentence for the first time (P), recidivists (R) and those serving a sentence of military custody (W). From the point of view of unit types, we can distinguish closed (1), semi-open (2) and open (3) prisons (Ordinance of the Minister of Justice, 2016). A pre-trial detention facility, on the other hand, is a place where persons who have been remanded in custody are incarcerated. Although this function may be performed by specially designated wards of a penal institution, in the Polish system there are also independent units called remand prisons (Lenart-Kłoś, 2013, p. 187). The number of detainees in penitentiary units is shown in Fig. 4.



Fig. 4. General data on the population of penitentiary units operated by the Prison Service in 2015-2019 (data at the end of each year).

Source: <https://sw.gov.pl/dzial/Statystyka> (06.05.2021).

The number of inmates in PS penitentiary units increased during the period under review from 70,83 to 74,13 thousand people. In addition, there was a significant increase in the population ratio, which changed from 81.1% to 88.2%, which was also due to a slight decrease in the capacity of PS penitentiary units. Just under 60% of inmates are housed in R-type prisons, while almost 40% are in P-type facilities. There are the fewest open establishments (about 3%), while the share of closed and semi-open establishments is similar (The Prison Service website). As can be seen, the Prison Service is a very complex organisation, and thus its logistical handling must be a complex process with significant impact on its efficiency. This issue is discussed in the next paragraph of this article.

2. Logistical processes of the Prison Service and their significance with particular attention paid to its impact on security

Logistics is a term that was promoted for the civilian sphere in the 20th century. However, it was already known and associated with the military before that, both in antiquity (the Latin word *logisticus* understood as a rational, comprehensible thing) and in the modern period, especially in connection with the French army of the 19th century (the French *woes logistique* means a person who thinks logically). The transfer of logistics from the military to the civilian sphere is mainly related to the search for new tools for business competitiveness (Gołomska, 2009, pp. 9-10). The most important functions of logistics include: the correct location of warehouses, the choice of an adequate means of transport, making sourcing decisions, the choice of suppliers and other activities that allow the optimisation of operations (Kasilingam, 1998 p. 20). The key logistics processes include: transport, inventory formation

and warehouse management (Wawrzyniak, 2013, p. 16). They can also be clearly visible and necessary in the activities of the Prison Service.

Transport is the first key PS process with regard to logistics. According to the definition, it is a set of activities that aim to relocate in space an object or person using a means of transport that requires a certain type of technical infrastructure (Szanciło, 2013, p. 1). The basic task with regard to transport carried out by the PS is the transportation of prisoners. The transport process consists of executive (transport) activities and organisational and service activities, e.g. related to documentation (Starkowski, 2017, p. 1546). In the case of the Prison Service, the key is the relocation of persons between PS units or between pre-trial detention centres or prisons and, for example, the courts where the hearing for which the accused or inmate is being held is taking place. These are different types of transports, which are carried out on a regular basis and allow a person to be moved to his or her designated penitentiary unit. Special vehicles, so-called prisoners' vans, are used for this purpose (Odlanicka-Poczobutt, 2017, p. 436). Their bodywork can vary, but usually consists of a number of compartments with space for both the persons in the custody of the Prison Service and the officers who supervise the transport (NSZZ Website). At the same time, the PS has a variety of vehicle configurations at its disposal.

It is crucial for the detainees to be transported in a way that prevents them from escaping from the transport and that the safety of all participants in the transport, including detainees, is ensured. This requires appropriate organisation, including, for example, the use of coercive measures during transport (e.g. handcuffs) (Christiaens, et al., 2020). It should be noted that the procedures relating to the transport of prisoners are described in the PS Director General's Order of 2015 (as supplemented by amendments). This Order establishes the actions that are required in connection with the transport of convicted prisoners. In particular, it refers to the reasons and methods of transportation. According to the definition in the Ordinance, a transport is "a convoy transporting an inmate or a group of inmates between penitentiary units combined with the deletion from the records of one unit and the inclusion in the records of another unit" (Order of the Director General of the Prison Service, 2015). Not only the movement of the inmate is indicated, but also the related record-keeping obligations.

The Ordinance indicates that the performance of transport activities should be organised taking into account: the health of the sentenced person, security considerations, procedural activities, the therapeutic system of serving the sentence, study, employment, as well as other important reasons. The motivations behind transportation vary widely and are based on the practice of the operation of the PS. The Ordinance also assumes that it is necessary to organise transport processes in such a way as to allow the relocation of as large a group of people as possible in a single transport. On top of that, not all convicts can be transported and the Order points out, among other things, the prohibition of transporting persons to whom health care is provided in a situation where the interruption of the procedure would endanger the health of those persons, or where procedural activities are being carried out with regard to the detainee (Order of the Director General of the Prison Service, 2015). The order indicates the basic information relating to transport and is an important document with regard to logistics.

The transport of prisoners takes place in convoy vehicles, either directly or indirectly. Direct transport takes place between two points in space, while indirect transport involves, for

example, transferring the prisoner between vehicles. The transport is carried out along a planned route and with a vehicle designated for that purpose. The route may be modified in order to make rational use of the vehicles or due to restrictions imposed by the driver’s working hours. According to paragraph 12 of the Ordinance, the Director orders transports of convicts that are related to extraordinary accidents that threaten the security of the penitentiary unit. The motivation for such transport result from, for example, a natural disaster. In this situation, it is the director who determines the unit to which the convicts are to be transported. If, on the other hand, it was a case of transport for procedural reasons, then these would be initiated by the court or by the prosecution. In order to prepare the transport, the manager or another officer liaises with the chief accountant and other persons. In connection with the transport, a transport order form is issued, which may contain, among other things, comments and recommendations on how to proceed if, for example, the convicts required protection during transport or there is a danger of an attack on the convoy or escape (Order of the Director General of the Prison Service, 2015). Transport issues are regulated in detail by this order.

These issues are further dealt with in the Order of the Director General on the management of means of transport of organisational units of the Prison Service. The PS uses various types of vehicles, including: cars, buses, trucks, special vehicles and, above all, vehicles used for special purposes, in which category the following are distinguished: operational and escort vehicles, sanitary prisoners and buses adapted in a special way for the purpose of transporting inmates in penitentiary establishments and detention centres (Order of the Director General of the Prison Service, 2017). Their purpose varies and is tailored to the needs of the Prison Service, as presented in Fig. 5.

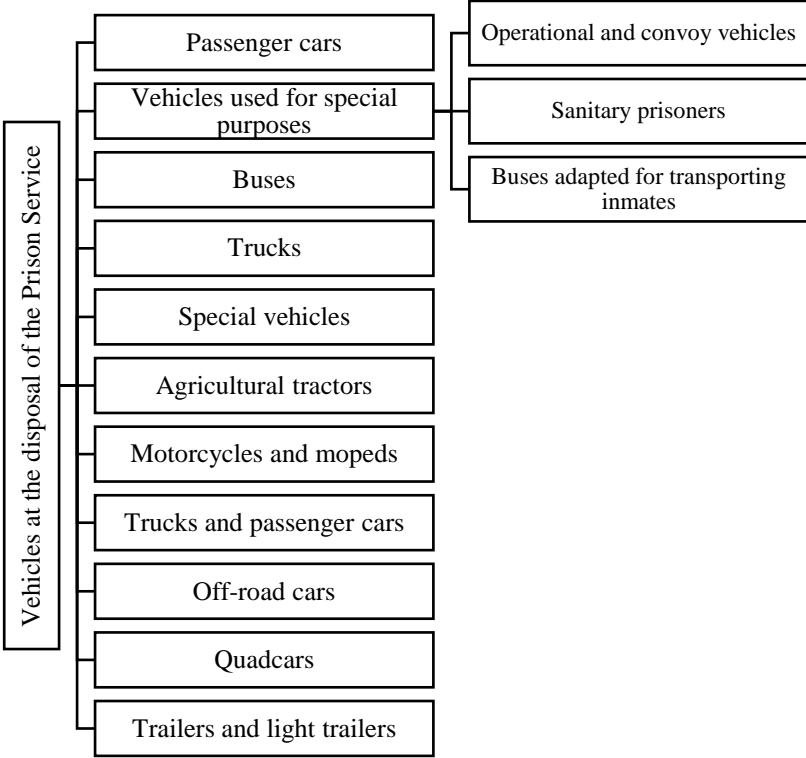


Fig. 5. Vehicles at the disposal of the Prison Service.

Source: Zarządzenie Nr 34/2017 Dyrektora Generalnego Służby Więziennej z dnia 12 maja 2017 r. w sprawie gospodarowania środkami transportu jednostek organizacyjnych Służby Więziennej. Own study.

The analysis of the transport issue is complemented by the statistics that allow us to see the number of transport processes carried out by the Prison Service. In the period of 2015-2019, it was between 97.8 thousand and 106.5 thousand, and the highest level of transports referred to 2015, when a total of 106.5 thousand inmates were transported. The lowest level of transport was recorded in 2016, when 97.8 thousand people were moved. In the following years it was always more than 100 thousand inmates and the following were recorded consecutively: 100.5 thousand, 103.3 thousand and 102.1 thousand. The statistics in question are presented in Figure 6.

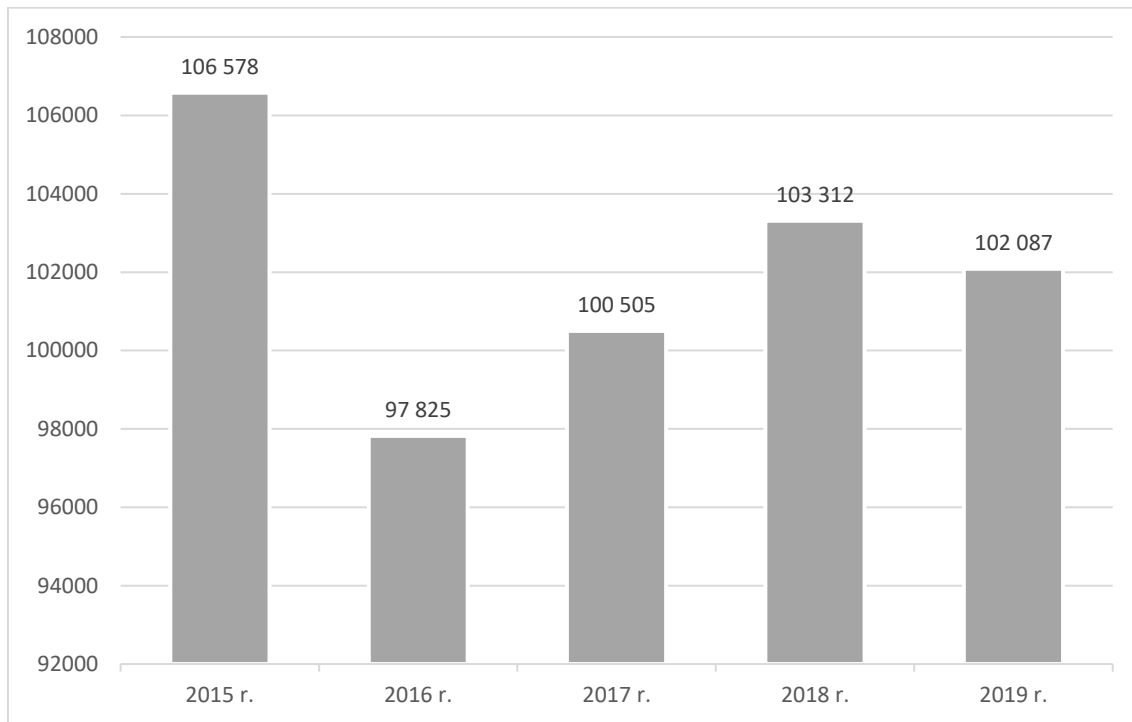


Fig. 6. Number of transports carried out by the Prison Service in 2015-2019.

Source: <https://sw.gov.pl/dzial/Statystyka> (06.05.2021).

Most transports are carried out independently by the Prison Service units. With approximately 16% of transports in 2019 (16967) carried out by the Police on behalf of the Prison Service. Throughout the period of 2015-2019, the vast majority of transports were of persons serving a custodial sentence. Thus, in 2019, these amounted to 94200, while in the other years they ranged between 90900 and 95100 convicts. The number of transported pre-trial detainees has increased in the last two years, while the number of transported punished persons is relatively constant (Order of the Director General of the Prison Service, 2015). An additional process for the Prison Service logistics is undoubtedly procurement. This is the process by which an entity receives the products it needs for its functioning. Linked to procurement is the process of warehouse management (Dyczkowska, 2012, p. 20). A set of examples of products and services that are sourced for PS units is shown in Fig. 7.

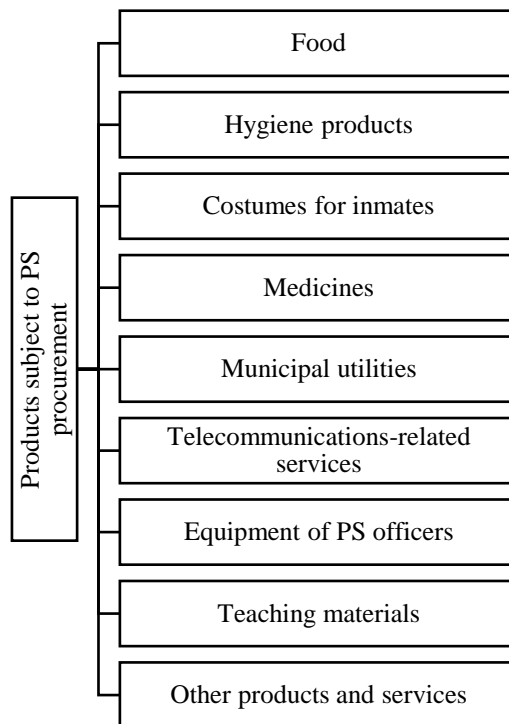


Fig. 7. Examples of products and services that are supplied on behalf of the Prison Service
Source: Own study

The functioning of the penitentiary unit requires the provision of a number of products, such as food or clothing, as well as other supplies. They are subject to being stored and made available to the detainees during their stay in the facility, in connection with their subsistence needs (Austin, 2001, p. 16). In the Prison Service setting, the provision of food is regulated by a relevant order of the Director General of the Prison Service, which examines, inter alia, the principles of food management in order to implement the feeding of inmates (Order of the Director General of the Prison Service, 2019). The effective conduct of these activities contributes to efficiency in the functioning of the Prison Service, to which reference is made in the conclusions section.

Conclusions

Logistical activities are important from the perspective of any organisation and have a significant impact on its efficiency and, in the case of business entities, also on their competitiveness (Fugate, Mentzer & Stank, 2010, pp. 43-44). Prison institutions need efficient logistical operations in order to be able to carry out elementary functions in an efficient manner and to ensure the statutory tasks assigned to them (Obioha, 2011, p. 102). If the transport system does not function properly, there is indeed an increased risk that detainees will not be taken to another unit at the right time, that they will not show up for their trial, or that they will not be able to carry out their work outside the prison. However, the risks are wider and may involve a greater likelihood of a successful assault on the convoy, or of a convict escaping from the transport. Potential problems also include an outsized risk to those involved in the transport, including officers. Low efficiency of supply and storage leads to material shortages and impedes the smooth running of prison or detention centre operations, and can be a factor leading to the violation of the rights of detainees. Thus, a modern Prison Service is one that has properly

organised logistical processes, which are in fact fundamental, without which it is impossible to achieve both the stability and efficiency of operations and the safety of the Service, officers and inmates.

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