

## CHALLENGES OF PRISON MANAGEMENT

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### SUMMARY

This article's theme is the analysis of the various factors that hinder the management of prisons. To this end, the work has the general objective of demonstrating the difficulty of prison management and, as specific objectives, the analysis of factors such as resource management, prison population and functional staff. The methodology applied was bibliographical research, using the hypothetical-deductive approach method. The concepts listed demonstrate that managers face daily internal and external factors that greatly harm the prison system. The lack of investment in health, education and job creation contributes to the growth of crime rates and overcrowding of establishments, making it difficult for prisoners to reintegrate into social life.

**Key words:** Management. Prison. Difficulties.

### ABSTRACT

This article has its theme the analysis of the several factors that hinder the management of prison houses. For this purpose, the work has as general objective to demonstrate the difficulty of prison management and, as specific objectives, the analysis of factors such as resource management, prison population and functional staff. The applied methodology was bibliographic research, using the hypothetical-deductive approach method. The concepts listed demonstrate that managers face daily internal and external factors that greatly damage the prison system. The lack of investments in health, education and job creation contributes to the growth of crime rates and the overcrowding of establishments, making it difficult to reinsert those sentenced to social life.

**Keywords:** Management. Prison. Difficulties.

## 1. INTRODUCTION

The Brazilian prison system has faced structuring and organizational problems since its inception. The conditions that managers encounter for their management are frightening, both from an economic and social point of view.

The lack of monetary and human resources in prison systems has increased this difficulty, as the physical structure is precarious, causing inmates to be crammed into cells. Likewise, the low number of prison officers and technicians in relation to the prison population further worsens this situation, weakening security and resocialization in these places.

These problems have become even more aggravated over the years due to the increase in the prison population, making the management of prisons even more difficult, unmasking the precariousness of physical prison structures, as well as the lack of prison officers and technicians. Being aware of the relevance of this topic, the present work presents as a research problem the analysis of the difficulty of managing prisons in the face of the current situation.

Taking this problem into account, some hypotheses arise, namely, investment in human resources, improvement and increase in prison units, which could be indicators of a reduction in the prison population, culminating in greater resocialization and reintegration into society of these inmates. .

Therefore, the general objective of this article is to demonstrate the difficulty of prison management. To this end, its specific objectives are to analyze factors such as resource management, prison population and functional staff.

With the increase in resources and investments in prisons, the prison population would be better served and the resocialization process could be carried out in a better way, resulting in a greater part of these inmates being reinserted into the social environment, reducing the prison population and crime. as a whole.

To carry out and develop this work, bibliographical research will be used, using the hypothetical-deductive approach method, to verify the difficulties of prison management.

## 2 THEORETICAL FOUNDATION

As previously mentioned, prison management has become increasingly difficult over the years. Several factors such as the reduced number of employees, the precariousness of the physical structure and the increase in the prison population have further aggravated this situation.

The economic and social problems of the general population have caused people to seek income from the sale of illicit goods, a commercialization that increases crime in the country and consequently causes the prison population to increase.

With the increase in the number of inmates and the time spent serving sentences, the physical structure ends up becoming overcrowded, causing discomfort among inmates and the feeling of being forgotten by society, making the process of reintegration into the community difficult. This situation is directly related to the number of prison officers, which do not increase in the same proportion as the prison population, reflecting on the security of the prison system and inmates, being another aggravating factor for prison management.

### 2.1 ECONOMIC AND SOCIAL PROBLEMS OF THE POPULATION

With the worsening of economic and social problems in society as a whole, several individuals have found marginality a way of supporting themselves and their families. Impacting the increase in the number of crimes, the prison population and making prison management more difficult.

#### 2.1.1 Economic problems

The political-financial crisis that the country has faced in recent years has caused many people to become unemployed. In addition to this, the withdrawal of the population's labor rights made the economic situation of the unemployed worsen even further.

Given this scenario, Alvez and Pessôa (2019) state that scenarios like these are alarming due to the increase in crime on the outskirts of large urban centers. These same authors ensure that economic growth impacts development,

being closely related to the increase in the population's income and the reduction in crime.

### 2.1.2 Social problems

The precariousness of public systems in general, such as access to education and health, along with the population's economic problems, it has also contributed to the increase in crimes and, consequently, the increase in the prison population.

Young people of different ages already start crime because they realize that they are unassisted by society, “[...] they risk following paths, imagining making choices, many of them already defined by the situation in which they live and which involve greater psychosocial risk, such as some of the cases of social misconduct” (LEITE, BOTELHO and LIMA, 2019, p.48).

Social situations like these end up aggravating the prison system as a whole, as the individual, in addition to being inserted in a social context considered problematic, also, when serving his sentence in a prison system, ends up feeling completely unassisted and has no prospects for a future. beyond this context.

## 2.2 PRISON MANAGEMENT

For many years now, it has been clear how difficult the prison system has been facing due to the lack of investment in human resources and the physical structure of the penitentiary.

[...] the Brazilian State, which has lived with episodes of violence since the arrival of the Portuguese, through abolitionist revolts and struggles for independence and later with the imposition of military dictatorship and the redemocratization of the country. This entire path of rural, criminal and urban violence reverberates in problems for the Brazilian prison system (CARVALHO, 2015, p. 2).

According to Leite (2019), managing a prison unit is a difficult process, which requires engagement, planning, organization, direction and control of the prison population. This implies the effective performance of employees to achieve organizational objectives. Therefore, with the reduction of the prison population, with the necessary number of agents and with the physical restructuring of penitentiaries, it will be possible to carry out the

adequate management of prisons. This entire process will make individuals serving sentences feel like an integral part of society, facilitating the process of social reintegration. Furthermore, according to the same author mentioned above,

the formulation of a Management Model for Prison Policy has as its main challenge conceiving and implementing strategic and operational methods that favor the qualification of civil servants and the development of people deprived of liberty, seeking, in a broader set of actions, to break with the process increasing incarceration and individual and collective cycles of arrest - release - re-imprisonment (LEITE, 2019, p. 7).

Corroborating the author above, Silva and Alencar (2019) state that one of the biggest problems faced by managers of prison systems, since their inception, is overcrowding and the conditions in which prisoners find themselves, in short, the lack of basic needs for these inmates.

Therefore, prison management has been suffering since the creation of the prison system, however, over the years, this role has become increasingly difficult as crime has increased and, consequently, overcrowding in penitentiaries has increased. To further worsen this situation, the State allocates a small number of employees to work in these locations, making this management even more difficult.

Another factor that has had a very negative influence on prison management is the overcrowding of penitentiaries. As previously mentioned, several factors influence this overcrowding and according to the aforementioned authors, these high rates are directly related to the economic and social factors in which the subjects are inserted.

According to information from the National Penitentiary Department, in December 2019, the prison population in Brazil was 755,274 people for 442,349 places, a deficit of 312,925 places.

Data like these lead us to reflect on how these inmates find themselves in penitentiary structures, under what conditions the servers are working and, expanding the debate, how it is possible to manage a prison house where the number of inmates only increases and the space physical structure and the number of prison officers remain the same.

Lima (2019) states that there is a lot of difficulty and complexity in managing a prison unit, due to the fact that the manager leads public servants, deals with justice prisoners and their families, in addition to public and private entities that make use of this service.

As the manager works in the prison environment, an extremely complex environment, the constant search for improvements to make life behind bars as less degrading as possible becomes a daily challenge and ensuring that the employees involved in this process always remain motivated (LIMA, 2019 p. 6).

Furthermore, Barros (2019) states that in addition to the issues mentioned above, such as the economic and social problems that lead to prison overcrowding and hinder prison management, the insufficient number of prison officers also aggravates this situation.

All these factors mean that we find in the country a prison system that has been bankrupt since its inception. Some practices adopted, such as the rights of inmates within penitentiaries, effective public policies, academic knowledge of managers and other employees, have proven to be important factors in reducing management difficulties.

The Crisis and Bankruptcy of the Brazilian Penitentiary System is normally treated from the exclusive perspective of Public Security and not as a reflection of a social problem. Prison security does not guarantee real protection for society, agents or even the prisoners themselves. The increase in crime in society reflects the increase in overcrowding in the Penitentiary System in the same proportion. The existence of the prison system is only justified by the factual situation that a considerable number of criminals cannot be reintegrated into society, thus presenting a negative social relationship like this while free, for as long as their existence lasts (BARROS, 2019, p. 22 ).

It can be seen that as long as public policies are not efficient and inmates are unable to reintegrate into society, the Brazilian penitentiary system will continue to live in chaos and the problems of prison management, mentioned here, will continue to be faced.

## CONCLUSION

Given all of the above, it appears that the Brazilian prison system has been facing a series of problems for a long time that make the management of prisons extremely difficult.

Managers face daily internal and external factors that do not allow offenders to serve their sentences optimally, which would result in a greater number of convicts being reintegrated into society, a goal sought by current legislation.

Social, economic and structuring problems are the most visible when thinking about prison management and the proper reintegration of individuals into society. It is clear that the increase

Poverty and unemployment means that the most needy people, because they are helpless, often look to crime as a way to survive.

Precarious health and education conditions, lack of public policies that serve the most needy and low state support for the most needy are factors that contribute to the increase in crime and, consequently, the increase in the number of people deprived of their liberty.

This fact directly implies the management of the prison system, which struggles to house more and more people, without, in return, the number of places and establishments growing in the same flow.

To further corroborate these factors, in addition to the precarious conditions of the establishments, the reduced number of employees, both agents and prison technicians, makes it even more difficult for inmates to be reintegrated into social life, as the due fulfillment of the sentence, aimed at resocialization, is greatly harmed.

It is clear that the difficulties faced by managers are directly linked to the social and economic problems of the population. There is no talk of prison management without mentioning the need for investments in education, health, employment and, above all, public policies that serve all people, especially those most in need.

These are the elements capable of contributing to reducing crime indicators over the years, preventing more people from entering the prison system and, if they do so, the state creates conditions so that such individuals can be effectively resocialized. , returning to social life.

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