
VIÐSKIPTASVIÐ

Strategic Analysis of the Swedish Prison & Probation Service

Ritgerð til MS gráðu

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Leiðbeinandi: Runólfur Smári Steinþórsson

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ABSTRACT

This study examines the strategic analysis of the Swedish Prison & Probation Service and how it is perceived by employees at Kumla Prison. The strategic analysis was conducted by examining and comparing official information to a strategic framework by Steinþórsson (2003b), based on four dimensions; *Purpose, content, process, and context*. *Objectives* and *ethics* were added to the analysis. Perception was examined with a specially designed online questionnaire. The results indicate that the Swedish Prison & Probation Service does indeed have well defined strategic management, with every relevant dimension of the strategic analysis framework fulfilled. In addition, they have an objective and well defined ethical guidelines in their procedures. Response-rate was 31%, and employees most often *strongly agreed*, or *somewhat agreed* to the statements of the questionnaire. Mostly prison officers responded to the questionnaire.

Keywords: Strategic management - Objective - Ethics - The Swedish Prison & Probation Service - Kumla Prison - Kriminalvården

ÚTDRÁTTUR

Um er að ræða rannsókn á stefnumótun og framtíðarsýn sænskra Fangelsismálastofnunar og upplifun starfsmanna Kumla fangelsins þar á. Gerð var greining á stefnumótun og framtíðarsýn með því að bera saman opinberar upplýsingar við stefnumótunarlíkan eftir Steinþórsson (2003b), byggt á fjórum víddum; *Tilgangur*, *innihald*, *ferli* og *samhengi*. Auk þess var gerð greining á markmiðum og siðferði. Upplifun starfsmanna var athuguð með sérstakri könnun sem lögð var fyrir starfsfólkinu á netinu. Niðurstöðurnar leiddu í ljós að sænska Fangelsismálastofnunin hefur vel skilgreinda stefnumótun og framtíðarsýn, þar sem það uppfyllti öll viðmið líkansins. Sænska Fangelsismálastofnunin hefur markmið og vel skilgreind siðferðisviðmið. 31% starfsmanna svöruðu könnunina og voru oftast *algjörlega sammála* eða *nokkuð sammála* fullyrðingum könnunarinnar. Flestir sem tóku þátt voru fangaverðir.

Lykilorð: Stefnumótun - Markmið - Siðferði - Fangelsismálastofnun í Svíþjóð - Fangelsið í Kumla - Kriminalvården

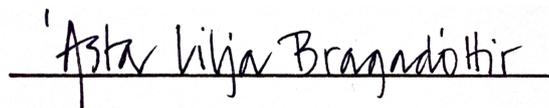
PREFACE

This study was conducted as part of a fulfilment requirement for the master's degree in Leadership and Management at the Bifrost University in Iceland, and represents 30 ECTS (European Credit Transfer and Accumulation System). Supervising this study did Dr. Runólfur Smári Steinþórsson, professor at the University of Iceland.

The purpose of this study was to analyse the strategic management of the Swedish Prison & Probation Service and whether it benefits the employees.

From the bottom of my heart I give thanks to my family. Without their support and patience I would not have been able to complete this chapter in my life. For them, I am eternally grateful.

I would also like to thank Dr. Runólfur Smári Steinþórsson, my supervisor, for his expert advice and guidance; Kenneth Gustafsson, prison manager of Kumla Prison for his cooperation; and especially the employees at Kumla Prison for taking the time out of their busy and demanding work to answer the questionnaire.



Ásta Lilja Bragadóttir
Selfoss, 2017



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1. INTRODUCTION

Strategic management refers to the strategies companies or institutions use in order to achieve the goals or purposes they have set for themselves (Lynch, 2015; Steinþórsson, 2003).

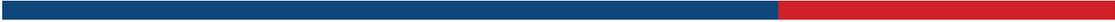
This study examines the strategic management of the Swedish Prison & Probation Service by strategic analysis, as well as how the strategies set by the Swedish Prison & Probation Service are perceived by employees, and if the perceived strategic management is useful in the decisions the staff are required to take in their work.

The subject is of great interest to the researcher for she worked in Sweden, at the Kumla Prison, as a prison officer (*Swedish: kriminalvårdare*) and while she studied strategic management at Bifrost University in Iceland, experienced an “aha! moment” in the spirit of Archimedes (Leahey, 2004). While working as a prison officer she had experienced that the clear values, visions, well-defined mission and strict procedures often made the decisions she faced in her work, easier. Especially when faced with morally difficult questions. When she later found herself in the classroom at Bifrost University in Iceland, she realized that these elements were in no way coincidental, but part of a well-organized and structured form of management, called strategic management.

This research is a merger between the experiences the researcher had as a prison officer and her interest in strategic management. Having experienced first-hand what she perceived to be the benefits of strategic management without having known anything about strategic management at that point in time.

DESCRIPTION

The Swedish Prison & Probation Service is called “Kriminalvården” in Swedish. A literal translation could be “criminal care”. The word in itself is an



indicator of the values of the organization; to see to the care of prisoners. The word “vård” can also mean rehabilitation, welfare, keeping and charge. The assumption can thus be made that the Swedish Prison & Probation Service focuses on the humane and rehabilitating factors of incarceration.

The job can be very demanding. Prison officers are required to care for the wellbeing of the prisoners, as well as uphold order at the prisons; To tend to each individuals needs in order to rehabilitate, as well as the day-to-day needs of a ward; To act with force and mandate when needed, to give first-aid and tend to the needs of the recipients; To treat a prisoner who may have threatened or physically harmed you with respect, professionalism and in a humane way (Kriminalvården, 2016). It is indeed, a job of contradictions.

In such demanding work-conditions, well organized and structured procedures are needed. A way of managing organizations and companies that determines the purpose of the organization, the mission and its goals (Lynch, 2015; Steinþórsson, 2003b). With well-defined reasons for content, process and context. Where purpose refers to the operational reasons for the organization, content refers to what the organization is about, process refers to the procedures of the organization, and context refers to the complex structural context of the organization (Steinþórsson, 2003b).

RESEARCH QUESTIONS AND RESEARCH GOALS

The goal of this study was to analyze the strategic management of the Swedish Prison & Probation Service and to find out if employees found it useful when making decisions at their place of work. This was done by examining three research questions:

1. The strategic management of the Swedish Prison & Probation Service is clear.

The first research question was examined by firstly studying the literature on strategic management and finding a detailed framework of what strategic management entails. After which, the available information on strategic management



of the Swedish Prison & Probation Service was compared to the prescribed framework in order to establish whether or not the strategic processes are clear.

The criteria *clear* in this research question does not refer to a given set of standards, for example that the strategic analysis of the Swedish Prison & Probation Service yields results confirming eight or more out of ten criteria for *clear* strategic management, results confirming five or more criteria would then be *unclear* strategic management and, for example less than five criteria met would result in *no* strategic management. Instead, whether or not the strategic criteria is clear or not will be evaluated on the criteria met, and their importance to strategic management, rather than judging all criteria equal as part of a check-list.

2. Prison employees are aware of the values, visions, missions, and objectives of the Swedish Prison & Probation Service.

The second research question was assessed by a specially designed questionnaire - designed with, amongst others, this research question in mind. This research question rests somewhat on the first research question, although they are independent of each other. If this study would show that the Swedish Prison & Probation Service has clear strategic managerial criteria of management, it would be important to assess whether or not those criteria beneficial to the people working within the prisons and with the prisoners on a day-to-day basis. It was not of importance to assess whether or not the prison employees knew what the values, mission and objectives of the Swedish Prison & Probation Service were, merely whether or not they were aware of them.

3. The strategic management of the Swedish Prison & Probation Service makes it easier for the employees to take decisions at work.

The same questionnaire, as mentioned before, was used to estimate the perception of the strategic management of the Swedish Prison & Probation Service, and whether or not the employees felt that strategic management made the decisions



they faced at their place of work easier. This research questions rests on the notion that strategic management is of practical use and not just a well-developed theory in literature. The hope is that staff will find strength and security in their decision making at their place of work when taking into account the values, visions, mission and objective of the organization. This research question will either confirm or rebut the researcher's own experience of the usefulness of the organizations values, visions, mission and objectives.

The Kumla Prison is the largest prison in Sweden with a capacity of 435 male prisoners. 450 women and men work there (with an average of 44 years of age) and it is classified with the highest security category 1 (*s. säkerhetsklass 1*) (Kriminalvården, n.d.c). Security category 1 represents the highest security category and security category 3 represents the lowest, and includes prisons without outer perimeter fences (Kriminalvården, n.d.t). Kumla prison is sometimes referred to as the “end-station” within the Swedish Prison & Probation Service (Bejerot, 1984). Therefore, for the purpose of this study, it was assumed that if employees there felt that strategic management was beneficial at their place of work, it could also be assumed that it would be beneficial to all other prisons.

These research questions are collectively meant to answer the goal of this study, which is to do a strategic analysis of the Swedish Prison & Probation Service and to find out if employees of the prison with the highest security category, find it useful. With the presumption that, if so, it would be beneficial to all others.

ACADEMIC APPROACH

Previous studies of comparing strategic analysis to the experiences of employees within prisons does not seem to have been conducted before. Therefore previous research on the subject are scarce. It is most common that studies regarding prisons focus on the prisoners and their welfare and mental state (Bragadóttir, 2009; Lamb & Weinberger, 1998; Torrey, 1995), and some that focus on order (Bottoms, 1999; Useem & Goldstone, 2002; Sparks & Bottoms, 1995). But the research on



prisons and strategic management are scarce and not in line with this study (De Viggiani, 2009; Mabil, Holley, Patrick & Walls, 1979) and will therefore not be part of it.

Since this study appears to be quite unique the academic approach will rest mainly on studies on strategic management with Steinþórsson (2003a; 2003b; Steinþórsson & Söderholm, 2002), and Lynch (2015) as the main researchers.

INTRODUCTION TO THE RESEARCH METHODS

This is an observational qualitative case study of the Swedish Prison & Probation Service. Its observational in nature because it does not manipulate any of the variables to be studied, and qualitative since it does not measure any variables by empirical means (Cohen & Swerdlik, 2009; Elmes, Kantowitz & Roediger III, 2006; Halldórsdóttir, 2013). It assesses certain factors of interest and that is how the acquired information is obtained, in order to successfully answer the research questions of this study. Although the questionnaire yields statistical results it is qualitative in nature since it measures the perception that people have on a certain subject. And perception is ever-changing and dependent on various external and internal factors (Wolfe et al., 2006).

The strategic management of the Swedish Prison & Probation Service is measured by reviewing official information about the Swedish Prison & Probation Service and comparing it to a set of predetermined strategic managerial categories. The perception of the employees at the Swedish Kumla Prison is measured by a specially designed questionnaire. The questionnaire was distributed online using Survey Monkey®, an online questionnaire service.

RESEARCH JUSTIFICATION

The findings from this research is of value to the existing literature and research on strategic management, government organizations and the Prison Services. The results will add to the research done and will bridge the gap between academic



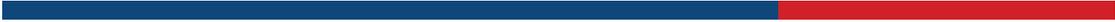
research and how things really are by comparing the strategic analysis to the perception of the people working with that strategy on an everyday-basis, in very demanding situations.

This research hopes to find a positive relationship between well organized and structured strategic management and the procedures of those working with it. If confirmed, this research will add to the importance of strategic management in government organizations, large organizations and high-risk organizations. If, however, the findings are not as predicted, this will call for further analyses. Why is it not so? What factors are lacking? What are the real needs of the employees? What is the purpose of the organizational strategic management? Who is it supposed to benefit? Is it merely a PR-friendly tool, or is it supposed to have real value for the organization and the people working there?

In addition, this research will contribute to the existing instruments with an example of how to strategically analyze an existing organization or institution. If this research finds that the Swedish Prison & Probation Service does have an efficient strategic management that benefits its employees, as well as contributing with a structured way of assessing organizational management, this would indeed be very beneficial to other organizations in need of more structured procedures.

THESIS STRUCTURE

The structure of this thesis begins with the research goals and the specific procedures used to answer the research questions, the significance of the expected results (be it confirmatory or disconfirmed), and its contribution to the existing literature and research. After which, an introduction to the Swedish Prison & Probation Service will follow, a brief summarization of its history, purpose, goals and operations, followed by a presentation of strategic management. The strategic management coverage does not aim to list *all* that is known about strategic management, only what is relevant for this study. Subsequently, a thorough report of the research methodology, its strengths and weaknesses, followed by the results. The results aim to give a comprehensive strategic analysis of the Swedish Prison &



Probation Service, as well as a detailed description from the employees at Kumla Prison on the usefulness of the organization's strategic management. Lastly, the results and the findings will be discussed as well as their relevance to existing literature.



2. THE SWEDISH PRISON & PROBATION SERVICE

This section of the thesis aims to give a brief depiction of the Swedish Prison & Probation Service. It begins with a summarization of its history, followed by its structure and concludes with a very important year in the history of the Swedish Prison & Probation Service, more specifically, the year 2004.

HISTORY

Sweden is an old monarchy (Kungahuset, n.d.) and the Swedish Prison & Probation Service has always had strong ties to the King. The first prisons in Sweden were most commonly found in castle basements, dungeons or towers. They could even be underground caves and chambers that the prisoners descended to through holes in the ceiling. Cells could also be found in city walls, monasteries and town halls (Ekbom, Engström & Göransson, 2010). King Gustav II Adolf was the first King to be associated with prison reform in Sweden, when he in the year 1619 declared that adolescents and children who begged should be detained at institutions for children (*s. barnhus*) which later came to include petty thieves and “promiscuous” women. More than a century later, these institutions had evolved into prisons. A more detailed description of custodial sentencing was stipulated in law by the year 1734 and included capital punishment (executions), corporal punishment (physical punishment), shaming punishments (by humiliation or embarrassment) and fines (Nationalencyklopedin, n.d.b).

A century later, in the year 1840, the future King Oscar I of Sweden became an advocacy against corporal punishment and the cell-system was implemented in all prisons nationwide. This involved that all prisoners sentenced to at least two years of incarceration should serve their sentence time alone in a cell. This was believed to improve chances for rehabilitation as well as provide protection from other prisoners - both with regards to the likelihood of successful rehabilitation, and to protection them



from physical harm. This was the standard until the year 1945 when the law was modified and the cell-system became the exception. In the year 1964 the law was modified again to decree rehabilitation for prisoners (Nationalencyklopedin, n.d.b).

Swedish law, with regards to prisoners and prisons, was modified again in the year 1974 and finally in the year 2010. It came to include two specific areas; Law regarding prisons (*s. Fängelselagen - 2010:610*) and law regarding remand prisons (*s. Håkteslagen - 2010:611*) (Nationalencyklopedin, n.d.b). Criminal sanctions include fines, prison time (from temporal to life-sentences), probation, community service, electronic tagging, as well as rehabilitation and psychiatric care (Ekbom, Engström & Göransson, 2010).

The first official government institution responsible for the country's prisons and workhouses was founded in the year 1824 and was called *Fångvårdsstyrelsen* in Swedish, roughly translated to "Prison Board". More than a century later, in the year 1965, the institution was renamed to *Kriminalvårdsstyrelsen*. In the year 2006 the institution went through yet another reform and this time the name was changed to its current form, *Kriminalvården* (Nationalencyklopedin, n.d.c). If we go by the rough translation stated previously that *Kriminalvården* roughly translates to "criminal care", then *Kriminalvårdsstyrelsen* would translate to "the Board of criminal care". The meaning of the Swedish Prison & Probation Service is of importance because it is an indication of the fundamental evolution of the Swedish Prison & Probation Service. From a Board dealing with prisoners to a service dedicated to the care (*s. vård*) of prisoners and their rehabilitation.

THE STRUCTURE OF THE SWEDISH PRISON & PROBATION SERVICE

The Swedish Prison & Probation Service is part of the Swedish judiciary system and a government institution. It is responsible for prisons and remand prisons, for implementing prison and probation sentences, supervising full parole, implementing directions for community service, for carrying out presentence investigation reports (PSIR), and finally, for transporting prisoners. This can include

transport between prisons, courthouses and remand prisons, but it also includes transports for the police department and Immigration Office (Kriminalvården, n.d.p)

The most recent changes to the Swedish Prison & Probation Service was made on the 12th of January, 2015, and represents the current structure (Kriminalvården, n.d.o), see Figure 1 (Kriminalvården, n.d.q).

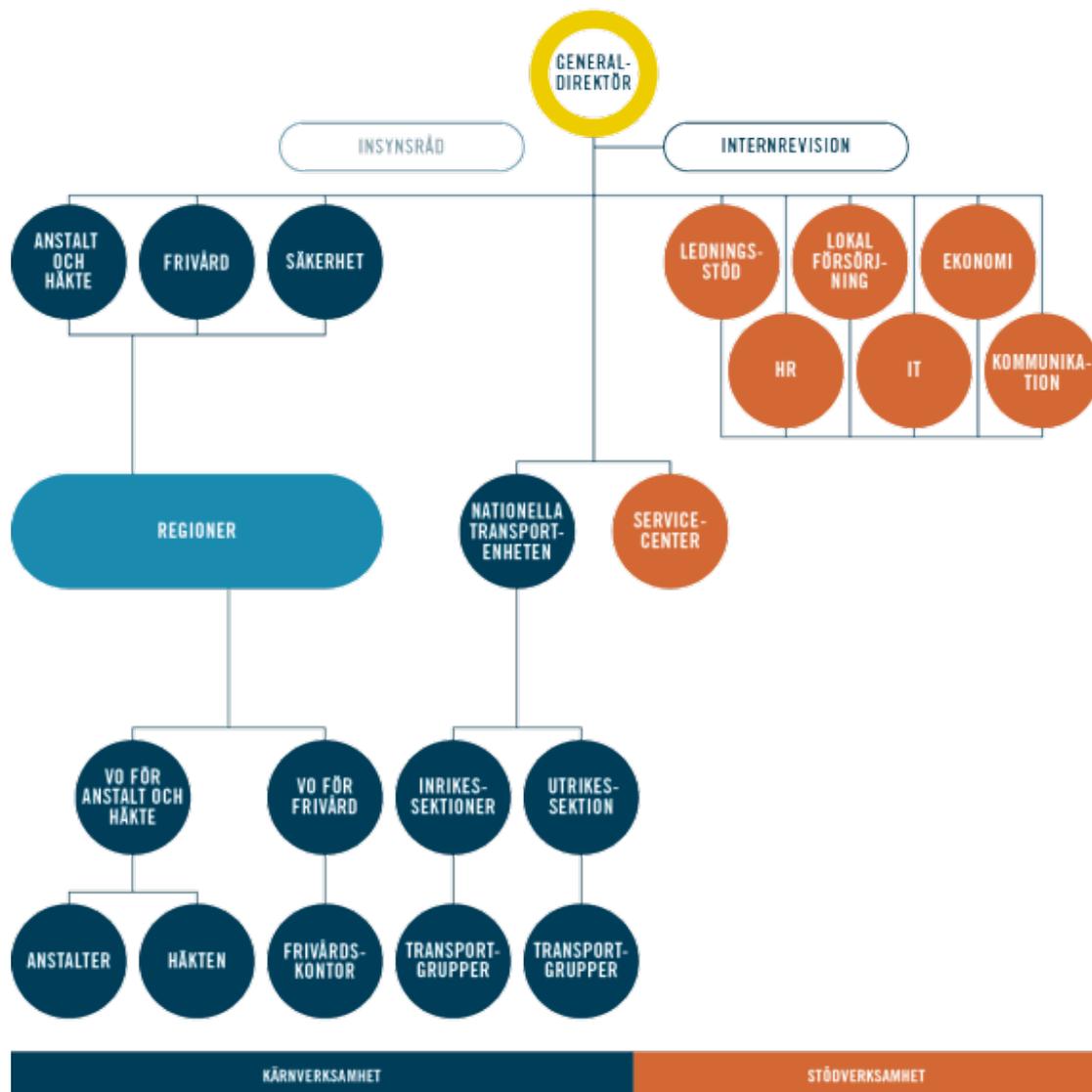


Figure 1. The organizational structure of the Swedish Prison & Probation Service (Kriminalvården, n.d.q). Reprinted with permission from the Swedish Prison & Probation Service.



The yellow circle at the top represents the Director General of the Swedish Prison & Probation Service (*s. generaldirektör*), the blue area represent the Core Operations of the institution (*s. kärnverksamhet*) and the orange area represent the Support Operations (*s. stödverksamhet*), and include operations such as Management Support (*s. ledningsstöd*), Property Management (*s. lokal försörjning*), Finance Department (*s. ekonomi*), Human Relations (HR), IT (information- technology), and Communication (*s. kommunikation*). The Internal Audit's Department (*s. internrevision*) is subject to the Director General and the Advisory Council (*s. insynsråd*), and consists of the Director General and eight Members of Government. The main purpose of the council is to give advice as well as provide insight into the Swedish Prison & Probation Service. The Core Operations (the blue areas) are divided into three categories; 1.) prisons and remand prisons, 2.) the Probation Service (*s. frivård*), and 3.) the Security Unit (*s. säkerhet*) - which in turn are divided into six geographic regions (*s. regioner*) (Kriminalvården, n.d.q), see Figure 2, page 23.



Figure 2. The six geographical regions of the Swedish Prison & Probation Service. Each color represents a separate region (Kriminalvården, n.d.j). Reprinted with permission from the Swedish Prison & Probation Service.

The regions in question are six, and represent a specific geographical area each with their own local office; 1.) The North Region (*s. region nord*), 2.) the Center Region (*s. region mitt*), 3.) the Stockholm Region (*s. region Stockholm*; Stockholm being the capital of Sweden), 4.) the East Region (*s. region öst*), 5.) the West Region (*s. region väst*), and 6.) the South Region (*s. region syd*) (Kriminalvården, n.d.j; Nationalencyklopedin, n.d.a). As can be seen in Figure 1, page 21, each region is consequently divided in two; 1.) CEO (chief executive officer) for prisons and remand prisons (*s. VD för anstalt och häkte*) which in turn is divided into prisons (*s. anstalter*) and remand prisons (*s. häkten*); And 2.) CEO for the Probation Service (*s. VD för frivård*) which is head of all the probation offices (*s. frivårdskontor*) (Kriminalvården, n.d.q)



The National Transport Unit (*s. nationella transport enheten*) is located below the Director General and the Service Center (*s. service center*). The Service Center is part of the Support Operations (orange area) and the Transport Unit is part of the Core Operations (blue area). The National Transport Unit is divided into two divisions, the National Department of Transport (*s. inrikes-sektioner*) and the International Department of Transport (*s. utrikes-sektion*). These departments are in turn, divided into Transport Groups (*s. transport grupper*) (Kriminalvården, n.d.org).

THE YEAR 2004

In the year 2004, there were four successful escapes from prisons in Sweden and these are very significant to the history of the Swedish Prison & Probation Service. They led to significant modifications and improvements in security and the redefinition of the institution (Ekbohm, Engström & Göransson, 2010; Eriksson, 2005; Nationalencyklopedin, n.d.b).

The first escape occurred on the 18th of January, 2004, from Kumla Prison - a high security prison. Two armed civilians penetrated the outer perimeter of the prison, and released three prisoners who were in a secured area for their daily time outside (Eriksson, 2005).

The second escape was from the high-security Hall Prison on the 27th of July 2004. There a prisoner, who had been transferred from Kumla Prison due to the previous escape, took a prison officer hostage at gunpoint and managed to escape with three other prisoners, one of them also armed with a gun. There were shots fired inside the prison. Simultaneously, at least one armed civilian accomplice penetrated the outer perimeter and they escaped (Eriksson, 2005).

The third escape took place on the 4th of August, 2004, at the prison in Norrtälje, when two cars with armed drivers arrived at its gate. One rammed the gates and breached the outer perimeters freeing three prisoners on the other side (Eriksson, 2005).

The fourth and final escape happened after the official investigation had begun and had to be added to it during investigation (Sveriges riksdag, 2004 October 7). It



occurred at the prison in Mariefred on September the 23rd, 2004. Two prisoners, bearing weapons, took two prison officers hostage. Once outside the prisoners stole a car. They released one of the hostages and took the other prison officer with them on their flight. The police found the prison officer, alive, the following day (Eriksson, 2005).

Never before, in the history of Europe, had four such high-risk prison escapes taken place within such a short time period. Two from the most high-secure prisons in Sweden; Kumla and Hall (Eriksson, 2005). The investigation led to a range of security improvements, such as increasing the security measures within the high-security prisons and defining the security classification more precisely. All who enter high-security prisons are subject to search, be it their person or their belongings, employees, prisoners and all others. Prisoners are categorized according to security classifications based on previous behavior and risk-assessments, and placed in appropriate prisons based on the results. Overall security was increased with regards to the procedures of the Swedish Prison & Probation Service - from recruitment to additional and improved security equipment (Ekbohm, Engström & Göransson, 2010).

3. STRATEGIC MANAGEMENT

There is no universal consensus about what *strategic management* refers to and there is much disagreement amongst researchers as to its components, as well as their interrelations. In this chapter, strategic management will be explained by relying mainly on researchers like Mintzberg, Ahlstrand & Lampel (2009), Lynch (2015), and Runólfur Smári Steinþórsson (2003b; Steinþórsson & Söderholm, 2002).

The Swedish Prison and Probation Service is a government institution and therefore this study will include the importance for strategic management in government.

WHAT IS STRATEGIC MANAGEMENT?

Mintzberg, Ahlstrand and Lampel (2009) describe strategic management as the sum of its part, where the parts are described as ten schools of thought on strategy formation; 1.) The Design School, 2.) the Planning School, 3.) the Positioning School, 4.) the Entrepreneurial School, 5.) the Cognitive School, 6.) the Learning School, 7.) the Power School, 8.) the Cultural School, 9.) the Environmental School, and finally 10.) the Configuration School. These different thought of strategy formation have different ways of perceiving strategy formation. In the Design School, strategy formation is viewed as a process of conception, in the Planning School it is a formal process, and in the Positioning School it is an analytical process. The Entrepreneurial School of strategic formation views it as a visionary process, while the Cognitive School of thoughts believes it to be a mental process, and the Learning School believes strategy formation to be an emergent process. The Power School takes an negotiating view of strategy formation, the Cultural School believes it to be a collective process, the Environmental School sees strategy formation process as reactive. Lastly, the Configuration School believes strategy formation to be a process of transformation.



Due to the complexity and diversity of strategic management, it can not be comprehended as a whole unless its parts are understood. But the summation of its parts do, however, not equal the whole. The process is more complex. Lynch (2015) describes strategic management as “...*the identification of the purpose of the organization and the plans and actions to achieve that purpose*”. And Steinþórsson (2003b) emphasizes that strategic management involves what the organization in question wishes to achieve in present time, as well as its goals for the future.

THE FIVE PS FOR STRATEGY

Mintzberg, Ahlstrand and Lampel (2009) propose no definition of strategy nor of strategic management, but suggest that strategic management needs multiple definitions to be understood. One of the most important being the five Ps; 1.) *Plan*, 2.) *pattern*, 3.) *position*, 4.) *perspective* and 5.) *ploy*.

Strategy as plan is characterized by two important characteristics: firstly, a strategy plan is planned beforehand and secondly, the plan itself is constructed with great thought and intent (Mintzberg, 1987; Mintzberg, Ahlstrand, Lampel, 2009).

Strategy as pattern is the opposite of (although not excluded from) strategy as plan, and refers to strategy that is realized and describes an emerged behavior. A strategy that refers to the behavior, be it of members of the organization or organizational behavior, and is persistent and consistent. Intent is irrelevant in strategy as pattern, meaning that the emergent and consistent behavior can be intentional or not (Mintzberg, 1987, Mintzberg, Ahlstrand, Lampel, 2009). B.F. Skinner explained this phenomenon in terms of behavior analysis. When random behavior yields pleasing or positive results, that behavior is (unintentionally or intentionally) reinforced. We repeat the same behavior in similar situations, expecting continuing positive results. When that is the case, the specific behavior that elicits the positive results we (as individuals or on an organizational level) aspire to attain, the behavior in question is reinforced (Pierce & Cheney, 2004) and can thus evolve into strategy (Mintzberg, 1987; Mintzberg, Ahlstrand, Lampel, 2009).



Strategy as position refers to the position that the organization holds within its external environment. Here, environment refers to external factors that have a direct effect on the organization, for example, the market. The organization can be pre-positioned with regards to competitors, either to be at an advantage, to avert competition, to enable cooperation, and it can also be political in nature (Mintzberg, 1987; Mintzberg, Ahlstrand, Lampel, 2009).

Strategy as perspective refers to the collective mind of those within the organization and by which manner they view the world within which they are positioned (Mintzberg, 1987; Mintzberg, Ahlstrand, Lampel, 2009). Mintzberg (1987) uses the German word *Weltschauung* in describing what this involves, because the word literally translates to “worldview”. In addition, he compares strategy as perception to the relationship between the individual and personality, where personality refers to consistent patterns of perception, as well as the mental frame and cognitive abilities of the individual. An organizational mind.

Strategy as ploy is the final *p* in the five ps of strategy. It refers to a strategy aimed specially to achieve competitive advantage. Here, it is not the competitive advantage in itself that is the strategy, but an intention (a strategy, scheme, or/and ploy) to get competitive advantage - that is the strategy as ploy. For instance, position the organization in such a way that it gains competitive advantage, would be strategy as ploy. It is the *intention* of the strategy that makes it a strategy of ploy (Mintzberg, 1987; Mintzberg, Ahlstrand, Lampel, 2009).

As stated previously, the five ps are not independent of each other, but have complex and intricate interrelations. It all depends on how strategy is defined and for what purpose. Strategy as plan (planned before-the-fact and thoroughly constructed) can affect the patterns (consistent behavior) of the organization, the position and can also affect the perspective (the organization’s view of the world); Either as a chain reaction, individually or all at once. The same could be said for strategy as pattern. A consistent set of behaviors could affect the plan, the perspective as well as strategy as ploy. Even strategy as position, depending on the behavior in question. How the organization perceives the world (strategy as perspective) can, in addition, affect its



position, pattern, ploy and plan. And of course, strategy as ploy can have an affect on all the other aspects of strategy. These definitions can be both competitive and complementary. Accordingly, strategic definitions can be determined based on the intent of the strategy and can refer to anything within the organization (Mintzberg, 1987; Mintzberg, Ahlstrand, Lampel, 2009). Because organizations can differ greatly, the interaction - and the significance of that interaction - between these strategic definitions can vary.

STRATEGIC MANAGEMENT THEORIES

There is no consensus on the definition of strategic management (Lynch, 2015; Steinþórsson, 2003a). One of the reasons is that strategic management is an interdisciplinary field with many different perspectives. It then goes without saying that there is no universally agreed upon theory of strategic management either. The last forty years have been the most important when it comes to framing strategic management as we perceive it today (Steinþórsson, 2003b). Mintzberg, Ahlstrand and Lampel (2009) describe strategy as a persistent behavioral pattern that can be either intended or realized, also known as *prescriptive strategy theories* (intended) and *emergent strategy theories* (realized).

PRESCRIPTIVE STRATEGY THEORIES

Prescriptive strategy theories can be described as plans for the future (Mintzberg, Ahlstrand & Lampel, 2009) or as planned intended strategy, and is deeply rooted in military management (Steinþórsson, 2003a). This can lead to business managers being regarded as military generals and officers leading their troops with a firm and guiding hand, with a clear concept of the goal they wish to achieve and a firm understanding of the means and resources they have in order to accomplish that goal (Steinþórsson, 2003a).

Strategies that are prescriptive in nature assume that the environment they reside in is constant and stable with few unpredicted and relevant changes. It is also



based on available resources - and presumed availability of the resources in question. These strategies are logical and rational in nature but most often they do not take into account the history, culture and habits of the organization and environment within which it resides (Steinþórsson, 2003a). They are strategies of plans for the future based on assumed prescriptive sets of criteria.

EMERGENT STRATEGY THEORIES

Although prescriptive strategies are appealing on paper they rarely describe reality which is often more complex. Actual behavior does not always represent the prescriptive strategy in question. Emergent strategy theories are theories of strategy that emerge over time due to past events that have either reinforced the frequency of a set of behaviors or reduced it - a pattern of strategy emerges unintentionally (Mintzberg, Ahlstrand & Lampbel, 2009; Steinþórsson, 2003a).

Although the prescriptive and emergent strategy theories are opposites, they are two sides of the same coin and are therefore not exclusive. Mintzberg, Ahlstrand & Lampbel (2009) advocate a reality-based approach to strategic management that exploit the best of both approaches. They propose the idea of prescriptive strategies as umbrella strategy where the umbrella strategy would entail the main purpose of the organization as well as its goals and visions. But the process and context aspect of strategy management would be emergent in nature.

STRATEGIC ANALYSIS

What follows is a practical and general analysis model of strategic analysis which also applies to organizations and institutions within the government. As previously stated, there are numerous models and theories about strategic management and scientists do not agree upon a definition (Ahlstrand & Lampbel, 2009; Lynch, 2015; Steinþórsson, 2003b). In such environment it is important to know on what terms a subject is discussed. For this research, the following strategic analysis will be of focus. It is a four dimensional strategic analysis that takes into

account the 1.) *purpose* of the organization or institution, 2.) its *content*, 3.) *process* and 4.) its *context*. This model was selected because it clearly defined dimensions and, especially, it takes into account the interrelationships between the different dimensions. This model describes strategic management as dynamic instead of a compartmentalized check-list to be revised every now and then. This model identifies strategic management as a tool to keep organizations or institutions grounded and goal oriented in an ever changing world (Steinþórsson, 2003b), see Figure 3.

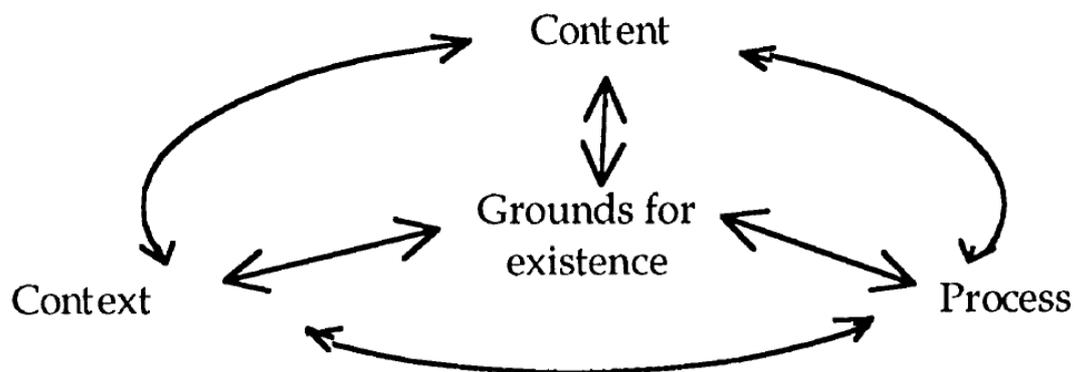


Figure 3. *Four dimensions of strategic management* (Steinþórsson & Söderholm, 2002). Reprinted with permission from Steinþórsson, R.S..

PURPOSE

The purpose of the organization is dynamic and refers to its 1.) *origin and founders*, 2.) *ideal*, 3.) *mission*, 4.) *vision*, 5.) *business philosophy* as well as its 6.) *managerial philosophy*. It is the most important aspect of an organizations strategic management. These six factors can differ depending on the environment of the organization and whether it is a business, government organization, or association, and should be defined with regards to time; Past, present and future. It takes into account the laws of the country and the environment the organization or institution operates in, its regulations, and the existential reason of the organization. Why it exists and for whom (Steinþórsson, 2003b).



It is important for all operational organizations to understand its origin and founders, how the organization came to be, what kind of persons founded it, and what need in society it aims to fulfill. Understanding the origin makes successful strategic management more likely. When we understand why an organization came to be in the first place we understand the need for the organization. And by monitoring the possible changes in that need we can update and keep the organization modern and useful. In this context, it is also important to define important milestones in the organizations history, crucial events that had an effect on the organization, as well as vital contributors and people who made a difference to its evolution and development (Steinþórsson, 2003b).

Ideal. Organizations can be originated due to external influence, such as modeled after a foreign model - an organization abroad that fulfills a universal need. It can be modeled on an ideology, copied from A to Z of another existing company, or another company is used as a framework to be improved on or added to. In addition, an existing organization modeled on a predefined aspect can be completely alternated and modeled upon yet another aspect (Steinþórsson, 2003b). For instance, a Prison System could be originally established as a means of punishing those who did not follow the law, to being a source for cheap or free labor, and yet again as a means of rehabilitation - all which would demand a change in procedures and a redefinition of its purpose, what the organization stands for.

On this note, the mission of the organization is of importance. Why it came to be, what need it aims to fulfill, and what the organizations main projects or assignments are, and how it will meet these criteria for its stakeholders (Lynch, 2015; Steinþórsson, 2003b). Identifying stakeholders and clients are key in successfully analyzing the role of the organization. Here, the difference between organizations in government and business organizations can be considerable and an important factor for identifying opportunities and room for improvement (Steinþórsson, 2003b).

The vision of the organization is an important aspect of strategic management. It refers to what the organization strives to be and accomplish. The vision can be general, for example “To be the leading organization in its field” or it can be limited, for example “To be the leading organization in its field in five years by means of



sales”. The vision should clarify to its stakeholders why the organization is of importance to them and what to be expected. It also emphasizes the focus of the organization and should be a means of inspiration to its employees (Steinþórsson, 2003b). Vision should be challenging and inspirational so as to inspire dedication and commitment from all concerned. Although vision is of much importance in strategic management it is worth noting when it is not relevant. When organizations face immediate risk or are in situations that forces them to make short-term goals (i.e. saving the company from bankruptcy or a major PR scandal), vision may not be optional and can withstand being put on hold until the organizations short-term focus has been resolved (Lynch, 2015).

Business philosophy is a part of the purpose of the organization for it details the role of the organization and to what means it seeks to fulfill them. It details the expertise of the organization and how it will make use of its resources in order to achieve those goals (Steinþórsson, 2003b)

Managerial philosophy is the last and final category of the purpose dimension of strategic analysis. It includes the ideologies of management, its communication strategies, motivational strategies, and how to evaluate progress and success. Managerial strategies should be enforced in such a way, as to encourage loyalty from its employees which is an important aspect if the organization is to succeed (Steinþórsson, 2003b).

CONTENT

Content refers to what the organization aims to accomplish, be it by producing a product, providing service or the like. The difference between an organization’s purpose and its content is that content refers to a more objectified approach of the company, while purpose is more subjective in nature. Content will be defined on three dimensions, 1.) *service offering*, 2.) *service production system*, and 3.) *competitive advantage* and *uniqueness* (Steinþórsson, 2003b).

Service offering in this context, refers to the organizations main function, what the organization does and in what field it operates, and is crucial for all members of



staff to recognize. It also refers to a more detailed prescription of the service the organization provides and can be divided into even more detailed categories, core-, key-, and support-element, access, framework, communication, and participation (Steinþórsson, 2003b).

Service production system refers to the value of the organization. Service production systems differ between organizations depending on their businesses (Steinþórsson, 2003b). A product manufacturing firm might consider the *value chain* that, in short, states that a profitable organization is one where the cost of production or service rendered exceeds the cost of production, or the cost of the service provided (Porter & Millar, 1985). But if an organization's main product is service, than concepts like *value network* and *value shop* could be more appropriate (Steinþórsson, 2003b). Value shop is a model for creating value by modifying and relocating the organization's resources. Value network on the other hand, creates value for the organization by creating or strengthening an already existing relationship by means of mediating technology. Here it is important to emphasize that the organization is the provider of the network connecting amongst customers, the network is not the organization itself (Stabell & Fjellstad, 1998). The most important aspect here is that the organization should always make the most of its cooperation opportunities and resources. To determine whether or not the organization is fully utilizing its resources and communication opportunities, regular reviews should be conducted (Steinþórsson, 2003b).

Competitive advantage and uniqueness is the final category of the content dimension of strategic analysis, and refers to organizational strategy for gaining and maintaining competitive advantage. This requires organizations to define what competitive strategies they will use, as well as any uniqueness they might possess that will assist them in acquiring competitive advantage. In this aspect it is also important to define the risk for copycats, resource sustainability as well as the uniqueness of the human resources (Steinþórsson, 2003b).

PROCESS

The two dimensions' purpose and content, are not sufficient in providing successful strategic management. By realizing and understanding what they encompass, a framework for a more effective strategic management can be constructed. The process dimension of strategic management refers to the successful processes and habits that enables organizational success, such as work culture - both intentional and unintentional, procedures, organizational chart, descriptions and definitions. In order for strategic management to be successful the *development* of the organization has to be understood and defined, its *procedures* and *routines*, as well as its *success* (Steinþórsson, 2003b).

The development of organizations is important for many reasons, one being that it is important to know where the company is located on its life cycle. Whether it is in early developments, has experienced hardship and even overcome them - by what means, and the like. The history of an organization can and should be used to learn from. Crucial events that have left its mark on the development of an organizations are important for they can have been sparks that have led to change in managerial style, strategical modifications, relocations and other important affects. Development can also have an impact on the social norms and cultures of the organization (Steinþórsson, 2003b).

In addition, it is important for organizations to have clearly defined procedures and a clear understanding of the routines that have been created during the organization's life-course. When an organization has clearly defined procedures that define how to deal with certain situations, how the company defines good service and attitudes, it increases the probability of success (Steinþórsson, 2003b).

Success is the final category of the process dimension of strategic analysis. Here, success refers to the key concept of management and is estimated by the value the organization generates. Success can be measured in a number of ways, for example by accounting and profits. But recently a more comprehensive way of measuring success has emerged, where success is viewed in terms of resource utilization. As stated earlier, the recognition and definition of an organization's



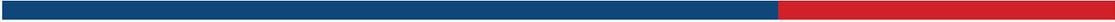
resources is very important. This makes success measurements based on resources easier and subsequently the likelihood of success increases. It is also vital that success is perceived as dynamic, depending on dynamic and changeable factors. Therefore the factors that an organization uses for estimating and measuring success should always be under revision (Steinþórsson, 2003b).

CONTEXT

The context of the strategic analysis model refers to the context of the organization, or how the environment and infrastructure of the organization affect it, and what it needs to be operational. Context can therefore be understood by viewing it from two aspects, its *external context* (the environment) and *internal context* (its infrastructure). It should be noted that the external and internal context are not independent of each other but work together as the categories within are interrelated and affect each other. The external context is often thought of in terms of *environment, stakeholders, and clients*. While internal context often consists of factors such as *resources, employees, and structure*. External and internal context *interact* with each other (Steinþórsson, 2003b).

The external context of an organization is often referred to as its environment and business, and these factors can have a great impact on the organization - for better or worse - if not given the proper attention. The external context affects how the organization operates and it is important to identify the risk-factors so as to minimize or eliminate them with as little cost as possible to the organization (Steinþórsson, 2003b).

Environment in this context refers to the specified (one or more) operational market of the organization, whether it is an abstract (i.e. the internet) or representational (i.e. a location). Analysis of the market should be done in two ways; *helicopter view* and *spotlight*. Helicopter view refers to taking an comprehensive all-inclusive view of the market. This entails factors such as the pertinent laws, political environment, technological environment and advances, policies and environmental factors. While a spotlight point of view refers to a more detailed analysis of one



specific aspect of the environment. For successful market analysis, it is not necessary to analyze everything, only the relevant factors (as well as potentially relevant factors) for the organization. That is why it is important to identify the environment the organization operates within, as well as the key factors for the organization - so as to not focus on irrelevant factors. Key factors could for example be competitive organizations (Steinþórsson, 2003b).

Stakeholders are people or other organizations, governments or countries, that have an interest in the organization. They have something at stake, something they could lose or something they could gain. The importance of identifying and analyzing stakeholders become clear in light of the fact that organizations operate to fill a need and organizations do not come to be out of thin air. But someone (institution, person or persons) put either money or effort into making it a reality - and as such, expects to gain from it. Stakeholders are for instance owners, government, suppliers, employees, clients and customers (Steinþórsson, 2003b).

Clients are people or organizations that pay for the organization's product or service, and are as such, vital for the organizations survival. By emphasizing the importance of clients organizations can successfully analyze and meet their needs, in order to encourage the client, or clients, to continuous business relations. In addition, client-emphasis could be crucial in gaining competitive advantage as well as securing the organization's uniqueness. When analyzing clients for strategic reasons factors like quality, customer loyalty and brand should be taken into consideration (Steinþórsson, 2003b).

Gaining competitive advantage is important in order for an organization to succeed and the last category of the external context dimension of strategic management. Most organizations operate in an environment where other similar organizations operate, and thus could be in competition with each other for customers. In strategy, organizations need to identify their major competitors and set strategies on how to gain competitive advantage. These strategies can include factors like recruitment, pricing of the product or service in question and presentations. They also have to identify their opportunities, access to information and barriers to competition (Steinþórsson, 2003b).



As previously stated, the external and internal context of this strategic management model are not independent of each other and do overlap. Today's markets are dynamic and fast changing with continuous advances in technology and new information which organizations need to monitor. One of the best ways for organizations to do so is to invest in the knowledge and expertise of their human resources and communication skills (Steinþórsson, 2003b).

For interaction is one of the most important aspects when it comes to service and interacting with customers and stakeholders. When individuals at different positions and with different interests in the organization can communicate efficiently and with ease, the overall experience of interacting with the organization is greatly improved which increases customer loyalty (Steinþórsson, 2003b).

Resources are the means by which the organization can create value and includes components within the company, and is one of the reasons why it is necessary to divide context to internal and external context. Resources can be divided into three categories; *natural resources*, *human resources* and *financial resources*. Financial resources can be monetary but does not need to be. Assets are part of financial resources, profits, but also intellectual capital. Which means that knowledge that increases the value of an organization can be viewed as a financial resource (Steinþórsson, 2003b).

Employees (human resources) can make or break an organization, and is one of the most important resources that every organizations needs to care for. Human resource are receiving increased attention for just this reason and is putting pressure on professional management to ensure that employees are in agreement with the strategies of the organization and are working towards the same goal. This is getting more and more complex as the cultural diversity and globalization of markets and societies are flourishing. Managers have to be understanding and sensitive to their needs and the opportunities for employees to grow, such as individual factors, family-, social-, and procedural factors, as well as their relationship to supervisors and management (Steinþórsson, 2003b).

The final and last category to be discussed in relations to this strategical management model is structure. Structure refers to the instruments and means by



which the company makes use of its resources to achieve its goals in such a way that it increases value. This includes defined procedures, security and control, job descriptions, procedures and project details. Also, descriptions on job related responsibilities when it comes to informational processing and mediation. But successful structural analysis relies on more than instruments and procedures, it has to take into account aspects such as work culture, and how it can be an asset to the organization. The most important thing is that strategic management is always focused on the goals and vision of the organization and is used to keep the organization on the set path (Steinþórsson, 2003b).

OBJECTIVES AND ETHICS

Objectives are important because they detail the goals the organization has set for themselves, and are built on the predefined missions making them more detailed and specific. They can be quantified to small detail, be it with regards to profits, shares, cost or, for example quality or product improvement. They can also be set in time, for example with a one-year objective: *By the end of next year the organization will have achieved a specified goal*; A set future date: *Equal pay for all - regardless of gender will be law in Iceland by 2020* (Tuttle, 2017) ; Or it can be set in a time-period (Lynch, 2015).

Finally, but certainly not least, *ethics* are important when it comes to strategic management and has received increased attention and focus in recent years. Ethics convey information on how the organization intends to conduct itself and to which standards it proclaims to hold itself in matters of controversy. Ethical considerations should include policies that reflect the organizations desire to do more than the bare minimum when it comes to its employees, business interactions and other areas that may cause ethical dilemmas (Lynch, 2015).

STRATEGIC MANAGEMENT IN GOVERNMENT

Lynch (2015) refers to strategic management in governmental organizations, organizations in the public sector and non-profit organizations as *public sector strategy* and this study will follow his example. Public sector strategy differs in that it is more diverse and is important because it often involves high-cost with no revenue. As an example, the Swedish Prison and Probation Service is entirely funded by means of State resources, with an estimated need for more than 8,5 billion Swedish kronas for the year 2017 (Kriminalvården, n.d.f). With financial needs in the billions the stakes are high and when the organization in question deals with the welfare of people who have been deprived of their freedom - the stakes are even higher.

One of the things that add to the complexity of public sector strategy is *public interest, public value, public equity, stakeholder power* and *complexity*. Public sector resources and purpose in public sector. In addition, the strategic context, content and process are more complex in public sector strategy (Lynch, 2015).

Public interest refers to citizens' individual wishes for society, while public value refers to the value that the governmental organization creates for its citizens by being government owned and, or, controlled. For that is the nature of government owned institutions and organizations, that they provide a product, or most commonly a service, that benefits all citizens equally. The equity concept differs greatly in government organizations and institutions from that of the free market, in that when a government institution or organization is responsible for delivering a certain service or product, all citizens should be guaranteed equal access to the service or product in question. This is essential since government institutions and organizations are funded by taxes, which are paid for by citizens and organizations on the free market, also owned by citizens. That is also why strategies of government organizations and institutions need to rest upon laws and legal frameworks (Lynch, 2015).

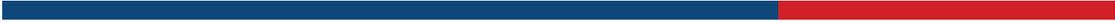
Stakeholders in public sector strategy is also different from other stakeholders, in that, in public sector, strategy stakeholders are citizens who can in some form influence the state and its decisions. Stakeholders can use their influence by democratic election and by creating and joining pressure groups, campaigning for or



against a certain issue, by rioting and causing disturbance - although this can have the opposite effect than desired (Lynch, 2015).

Resources in governmental institutions and organization also differ distinctively in that they need to enable or provide the maximum service decided upon by the nation and, or, its politicians. They have to be economical, appropriate, and even public power can be regarded as resource. When public power is regarded as resource it refers to the power that citizens give to government, politicians and public servants in the form of support and collective decision making. The fact that resources in government need to be economical does not merely adhere to the monetary aspect of economics, but the more ill-defined social benefits and public interest aspects of economics. One way of measuring resources in government could be to set national service standards measured by standardized measurements. In that way, resources could be equally measured and compared across different regions of the country. Another aspect of government strategy is that education and persuasion can be a resources, where educating citizens and persuading them on specific issues can be in the public interest and can create public value. Educating citizens on how to respond in emergencies can be just as beneficial as first-response agencies (Lynch, 2015).

Strategic purpose, context, content and process also differ in public strategy. The purpose of a governmental organization or institution comes from the state, which in turn is often driven by politicians seeking to be re-elected come next election. In order for a purpose to be successful the main stakeholders need to be in agreement of the purpose set forth. In addition, it also needs to be in consensus with the citizens of the country and their will. When it comes to strategic context it is important to prioritize and simplify because it is more multi-phased in government organizations and institutions and can be hard to handle in its complexity. Strategic content is not so very different in government organizations, except for the fact that more caution is needed because the public sector lacks the fundamentals of the market mechanisms. Finally, the strategic process of government organizations and institutions is affected by the uncertainties that follow public sector strategies, where the next election can affect all that previous government have stood for (Lynch, 2015).



However, when it comes to competitive advantage and governmental organizations like the Swedish Prison and Probation Service, it is not a factor and irrelevant to the public sector strategy. Although competitive advantage could be relevant in some government institutions and organizations, where parts of the organization is privatized (Lynch, 2015). The Swedish Prison and Probation Service is not in any way privatized and the Swedish state is solely responsible for the Swedish prisoners and their rehabilitation.



4. METHODOLOGY

This section of the thesis details the methodology of this study. How the participants were chosen, the research design, approach and method. After which, data collection, data analysis, research equipment, research validity and reliability will be specified. Lastly, the researcher and ethical considerations will be discussed.

PARTICIPANTS

For the questionnaire in this study a *purposive sample* was selected. The staff at Kumla prison were selected based on the fact that it is the largest prison in Sweden with the highest security classification (Kriminalvården, n.d.c) and the assumption that if strategic management has a positive effect on work at this prison, it is surely a useful tool that makes work easier at all prisons.

Purposive sampling refers to a sample being selectively chosen based on its representativeness of the population. If, for instance, statistic research has shown that a specific state is representative for the outcome of an election, that state may be tested for various factors come election in order to predict the most important issues to focus on for candidates to win the election. Although this can be a very efficient way of gaining important and relevant information it rests on the assumption that the purposive sample is indeed representative of the population. Markets and legislations may have changed and key factors making the sample representative may have shifted. It is therefore important that the factors defining the purposive sample are up-to-date and that other information regarding these factors are current (Cohen & Swerdlik, 2004). Since the purposive sample method relies heavily on the experience and understanding of the subject by the researcher, it is also important that this is cross-checked with other specialists on the subject. This sort of sampling is very popular in research and commonly found in marketing research (Guarte & Barrios, 2007).



The population of this study would be all member of staff at the Swedish Prison & Probation Service and the sample used in this study is all members of staff at the Kumla prison.

RESEARCH DESIGN & RESEARCH APPROACH

This study is a result of the education and work experience of the researcher. By a pro hoc (after the fact) experience. Learning about strategic management and realizing that it was just this aspect of the work-processes previously experienced that had made it easier to take difficult decisions in often demanding situations.

The study is an *observational case study*, which means that the two variables of interest, 1.) strategic management of the Swedish Prison & Probation Service, as well as 2.) the perception of strategic management in question by employees at the Kumla prison, are not in any way manipulated but merely observed, measured and described (Cohen & Swerdlik, 2004). The first variable is measured by means of strategic analysis using the model as described by Steinþórsson (2003b), see Figure 4 page 46, and the second variable is measured by a specifically constructed questionnaire, see Appendix.

The current research design was selected because it was believed to yield the most comprehensive view of the strategic management of the Swedish Prison & Probation Service, by combining a strategic analysis of the strategic management and then completing it with how employees perceive it.

RESEARCH METHOD

This study is observational in nature, meaning that it does not manipulate any of the variables it studies (that would be an experiment) (Cohen & Swerdlik, 2004; Elmes, Kantowitz & Roediger III, 2006; Halldórsdóttir, 2013). In addition to being observational, it is what is called a *qualitative case study*.

Research that is qualitative in nature measure and explore perception and verbal information. Although statistical procedures can be used on qualitative data,



the data is qualitative if it derives from perception rather than mathematical or statistical procedures (then it would be *quantitative*). It is important to distinguish quantitative research from qualitative. Quantitative research are often more reliable since they often measure more concrete factors, be it natural or not. Qualitative research, on the other hand, can be seen as snapshots in time. They capture a phenomenon as it is at just that point in time. Since qualitative research rests on the perception of the participants, this can easily change depending on external factors. In spite of this, they are very useful and can be used to predict behavior given specific factors stay unchanged, or even change (Cohen & Swerdlik, 2004; Elmes, Kantowitz & Roediger III, 2006). Qualitative research methods have improved significantly over the years and is currently widely used (George & Bennett, 2005).

Case studies (also called *case history*) refers to the collection of specific data in order to better understand and explain a specific subject, and can be both qualitative and quantitative. When the past and present is known we can make better predictions of the future and future behavior (Cohen & Swerdlik, 2004; George & Bennett, 2005). However, this kind of intense investigation is merely descriptive and can not be used to infer cause nor effect (Elmes, Kantowitz & Roediger III, 2006).

DATA COLLECTION

This section aims to deliver a prescriptive and detailed record of how the information for the strategic analysis and the questionnaire was obtained. The instruments used as well as the reasoning behind it.

STRATEGIC ANALYSIS OF THE SWEDISH PRISON & PROBATION SERVICE

The strategic analysis of the Swedish Prison & Probation Service was conducted by comparing the official information on the Swedish Prison & Probation Service to the predetermined framework by Steinþórsson (2003b).

The four dimensions of strategic management, as listen earlier by Steinþórsson (2003b) was used as the strategic analysis framework of the Swedish Prison &

Probation Service. Available information on the strategic management was compared and fitted into each dimension as to estimate its relevance. There was no set criteria for whether or not a dimension was met, but each result was evaluated based on the relevant fit and the specialties of the Swedish Prison & Probation Service. Figure 4, illustrates the framework used in the strategic analysis of the Swedish Prison and Probation Service.

| | |
|-----------------------------|---------------------------|
| Purpose | Origin & Founders |
| | Ideal |
| | Mission |
| | Vision |
| | Business Philosophy |
| | Managerial Philosophy |
| Content | Service Offering |
| | Service Production System |
| | Uniqueness |
| Process | Development Phases |
| | Procedures & Routines |
| | Success |
| Context | |
| External Context | Environment |
| | Stakeholders |
| | Clients |
| External & Internal Context | Interaction |
| Internal Context | Resources |
| | Employees |
| | Structure |
| Objectives & Ethics | |

Figure 4. The framework for the strategic analysis of the Swedish Prison & Probation Service. Built on the strategic analysis model of Steinþórsson (2003b).

This specific instrument of analysis was chosen because it takes into account relevant aspects of strategic analysis, as well as providing a clear picture of how these aspects are interrelated.

In addition, the objectives and ethical considerations of the Swedish Prison & Probation Service were analyzed.

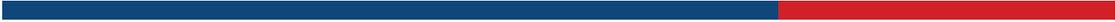


A conceivable problem with using the current analysis for strategic management could possibly be that it could exclude relevant factors. But the transparency of the model is aimed to address this problem in a way that such factors can be easily discussed and addressed.

THE QUESTIONNAIRE

It was important for the questionnaire to meet two important criteria; 1.) be quick to answer and 2.) easy to understand. It was important that the questionnaire should be short and targeted towards the subject in hand - no unnecessary questions at all. The work of the average prison officer is very unpredictable and there is no time for them to sit down at a computer and answer a lengthy questionnaire which they do not care for in the first place. It only takes one prison officer to complain about it's length or complexity for thirty others to not even open the web-link. Not all prison officers can spend time by a computer, and when they do it is often for short intervals at a time. It was also important that the questionnaire be easy to understand. This was also due to the timerestrictions. The work-environment can be stressful, hostile and full of surprises which means that their focus cannot be on a diverse and even hard to understand questionnaire. Therefore all questions were framed in a positive manner, instead of varying the framing from positive to negative. The questions were set on a five alternative *Likert-scale* ranging from *strongly agree* (*s. instämmer helt*), *somewhat agree* (*s. instämmer delvis*), *don't know* (*s. vet inte*), *somewhat disagree* (*s. tar delvis avstånd från*) and *strongly disagree* (*s. tar helt avstånd från*). The phrasing of the scale was found by comparing swedish questionnaires and forms for questionnaires (Göteborgs Universitetet, n.d.; INFOSOC, n.d.; Karlstads Universitetet, n.d.; Linköpings Universitetet, n.d., Socialstyrelsen, n.d.) and finding the right fit for this questionnaire.

Likert-scaling is a form of scaling in psychological and educational tests and is widely used in research (Cohen & Swerdlik, 2004; Elmes, Kantowitz & Roediger III, 2006; Halldórsdóttir, 2013). The scales can range from 1 to indefinite, although the best fit is usually a five or seven point Likert-scale. A scale that is too broad does



not differentiate efficiently between the different units, nor does a scale that has too few units (Cohen & Swerdlik, 2004; Elmes, Kantowitz & Roediger III, 2006). A five point Likert-scale was selected for this questionnaire because the researcher felt it provided enough information and separation between the different units, as well as being easier and faster for the participants to answer. Remember that the criteria for this questionnaire was that it be quick and simple.

There is some discussion of whether or not there should be an *I don't know* (a neutral) option on these sorts of scaling. The for a neutral option state that participants should always be given the option to not answer a question, be it that they sincerely do not know or that they do not wish to disclose their opinion. We do not always know how we feel about certain issues and we can be conflicted and questionnaires should reflect that fact. Others, protest this claim and do not use a neutral option in questionnaires. This forces the participants to take a stand on the matter, which yields more definite answers. This raises the question whether these answers then truly represent the opinion of an uncertain or unknowing participant. It is also recommended that researcher end questionnaires measuring psychological attributes (like opinions, values, beliefs, and goals) add the opportunity for participants to add to the questionnaire. The researcher may have forgotten something important, misunderstood some relationship or work-process, or the participants might feel that something is missing in order for the questionnaire to reveal “the real picture” (Cohen & Swerdlik, 2004).

The questionnaire was conducted in three stages. The first was based on the researcher's experience as a prison officer, creating the first relevant criteria relevant to strategic management. Next the questionnaire was improved with regards to the literature on strategic management. This led to a few questions being erased, edited, and more strategic-based questions were added to the questionnaire. At this stage Dr. Runólfur Smári Steinþórsson professor, revised the questionnaire and the final edition was designed. After which, the questionnaire was set up in an online software program called Survey Monkey®, which specializes in online questionnaires. A *convenience sample* pre-tested the questionnaire.



A convenience sample is a sample of a population derived from the mere convenience of being representative, cheap, easy to contact and close at hand (Cohen & Swerdlik, 2004; Halldórsdóttir, 2013)

The pre-test-sample consisted of people the researcher knew and had worked with at Kumla prison, but who had since resigned at their own will. They were all contacted via messenger (Facebook) and asked to participate in an evaluation of the questionnaire and to give constructive feedback once completed. They were all informed that they would not be a part of the results for the study, merely a means to a better questionnaire. They were sent a web-link to the online questionnaire upon participation inquiry, so as to be able to see the questionnaire before giving their answer. 12 ($N=12$) people were contacted, five women and seven men. They all agreed to take part in the pre-test. Seven ($n=7$) took the test, 43% women and 57% men. They were between 30 and 39 years old, had all worked as prison officers, and had worked at the Swedish Prison & Probation Service between two to seven years. They were asked to give their comments and critique in the last field of the questionnaire where participants were encouraged to add to the answers if they felt that something had not been covered, needed to be said, or was missing. Some did, others sent their feedback via messenger. There was little critique and the questionnaire was said to be easily understood, and it took participants no longer than five minutes to answer it. There was some question as to the phrasing of some of the questions, so the researcher contacted her Swedish teacher in middle school (they are friends on Facebook and have kept contact) to ask for advice. He then reviewed the questionnaire and found no fault in phrasing, grammar, nor any other issues. The questionnaire was then sent to the prison manager at Kumla Prison for approval and distribution. He informed the prison inspectors about the questionnaire and its purpose on their weekly meeting. After which, it was distributed via the internal email system to all employees.

As with the strategic analysis model, the transparency of the questionnaire, its creation, the thought- and work-processes behind the questions, is a means to address any deficiencies that may be perceived in order for easier and more understandable interpretations of the data collected, as well as improvements for future studies.



DATA ANALYSIS

The data collected from the questionnaire were summarized by Survey Monkey®. Since the participation rate was 31%, it was low and generalizations become questionable. Therefore further analysis of the results were not conducted.

RESEARCH EQUIPMENT

The research equipment for this study was the questionnaire constructed by the researcher (see Appendix) as well as the framework used to analyse strategic management (see Figure 4, page 46). In addition the online software SurveyMonkey was used, and a MacBook Pro computer.

RESEARCH VALIDITY & RELIABILITY

This section examines the research *validity* and *reliability* of the study. The concepts will be defined, followed by the criteria for research validity and reliability when it comes to this study.

RESEARCH VALIDITY

Research Validity refers to the extent the research in question actually measures or portrays the question or subject it claims to examine. The most common classifications of validity is *internal validity*, *construct validity* and *external validity* (Cohen & Swerdlik, 2004; Elmes, Kantowitz & Roediger III, 2006; Gibbert, Ruigrok & Wicki, 2008; Halldórsdóttir, 2013).

Internal validity refers to the extent the results of the research describe the subject of the research and the ways in which the results are concluded. This refers to statistical analysis and the research framework, as well as the causal or correlational relationship between the variables of interest. Construct validity is important because



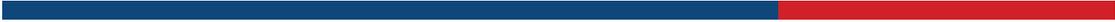
it refers to the way the research design and statistical measurements accurately conveys the subject of the research; that the research is conducted in such a way that it gives an accurate prescription of reality. Lastly, the external validity of the research refers to the extent the research is able to generalize the results gained, from the sample to the population. That the results are general in nature and apply to everyone the research takes into account. Here, it is important to understand how the sampling is done and on what grounds the sample is representative of the population. (Cohen & Swerdlik, 2004; Elmes, Kantowitz & Roediger III, 2006; Gibbert, Ruigrok & Wicki, 2008; Halldórsdóttir, 2013).

The validity issues of this research refers to the extent the questionnaire portrays the real opinions of the participants (internal validity), whether or not the questionnaire is relevant in evaluating strategic management at the Kumla Prison (construct validity) and whether or not the questionnaire yields results that are characteristic of all employees working in prisons at the Swedish Prison & Probation Service (external validity).

When it comes to the strategic analysis, validity refers to whether or not the framework used is a valid way of measuring strategic management at the Swedish Prison & Probation Service (internal validity), and if it is a correct measurement of strategic management (construct validity), and to what extent the results from the analysis can be generalized (external validity).

The validity of the questionnaire was an issue from the start of its construction, with its three stages especially designed to address the issue of validity. To ensure that the questionnaire actually measures what it is supposed to measure; How the staff of Kumla Prison experience the strategic management; And if it makes the decisions they have to take in their everyday work any easier; And whether the questions reflect strategic management. By first making the questionnaire based on experience, next the literature, and finally having Dr. Runólfur Smári Steinþórsson professor review the questionnaire, the questionnaire is valid for the purpose of this research.

The framework used to analyze the strategic management of the Swedish Prison & Probation Service, is a framework built on solid research and can be used on



business and government organizations and institutions (Steinþórsson, 2003b; Steinthorsson & Söderholm, 2002) resulting in sufficient internal and construct validity. The aim of this study was to analyze the strategic management of the Swedish Prison & Probation Service and therefore external validity is not an issue in this research, since generalization is not to be made.

Finally, the research questions frame the goal of the research in such a way as to increase its validity.

RESEARCH RELIABILITY

Research reliability refers to the soundness of the measurement of the subject in question. It refers to the way the subject is researched and good reliability would yield the same results using the same measurements continuously (Cohen & Swerdlik, 2004; Elmes, Kantowitz & Roediger III, 2006; Gibbert, Ruigrok & Wicki, 2008; Halldórsdóttir, 2013). A measurement tape used to measure the size of a head can be a very reliable measurement of IQ; No matter how often you measure the head with the measurement tape, you will get the same results continuously. Measurement tape as a measurement of IQ is therefore a very reliable way of measuring IQ. It is, however, not necessarily a very valid way of measuring IQ (Cohen & Swerdlik, 2004; Elmes, Kantowitz & Roediger III, 2006).

The reliability concerns of this research are the questionnaire and the framework used to measure strategic management. The extent to if the questionnaire actually does, in a correct way, measure the opinions of the members of staff at Kumla Prison; And to the extent that the framework measures strategic management in a reliable manner.

This issues were addressed throughout the research design. By pre-testing the questionnaire and getting expert advice throughout its construct, using Likert-scales, simple questioning, optional information additions in the end of the questionnaire, its measurements are deemed to be, indeed, a correct measurement of the opinions of the staff of Kumla Prison. The three stages of the construct ensures that it is reliable when it comes to measuring strategic management.



The strategic analysis of the research is reliable in that the categories used to analyze the strategic management of the Swedish Prison & Probation Service are clearly defined and selected with regards to a specified strategic managerial model. The model is built on reliable and valid literature (Steinþórsson 2003b; Steinþórsson & Söderholm, 2002). In addition, by listing very specifically what research equipment was used in this research, and listing the questionnaire as Appendix, its research reliability increases due to the fact that it can be replicated in precise detail.

Future research, using the same instruments and criteria as this research, should therefore yield the same, or similar, results giving that external factors remain the same. Concluding that this research is reliable.

THE RESEARCHER AND ETHICAL CONSIDERATIONS

One of the risks for this study was confirmation bias from the hands of the researcher due to the fact that the idea for this research was built on her own experience with working with what she perceived as the strategic management of the Swedish Prison & Probation Service, pro hoc. This was counteracted with the help of her supervisor Dr. Runólfur Smári Steinþórsson professor, who's objectives for this research were purely academic.

The researcher had no personal benefits to gain from this study. She does not work for the Swedish Prison & Probation Service, nor any similar institutions or organization. Nor does she in any way stand to gain any financial benefits from this research, regardless of the outcome. Since the researcher did work for the Swedish Prison & Probation Service she does have a wide range of information that was beneficial to this research. But she also had to be very careful not to disclose any confidential, or sensitive, information she may have gained access to in her previous work. This meant that she had to be very conscious about every piece of information and tend to the facts, and that they had official references.

Since the aim was not to disclose any personal attributes or other variables of the participants there were minimum ethical concerns with regards to their responses. They were anonymous and since the researcher did not have access to the



employment registry of the Swedish Prison & Probation Service, there was no way for her to identify the answers given to her.

5. RESULTS

In this section of the study, the findings of the strategic analysis of the Swedish Prison & Probation Service are outlined, as well as the results from the questionnaire at Kumla Prison.

PARTICIPANTS

According to the official webpage of the Swedish Prison & Probation Service, Kumla prison has 450 employees (Kriminalvården, n.d.c). Upon inquiry via email, it was made known by the prison manager, Kenneth Gustafsson, that on the time of the questionnaire there were 437 employees at the prison. After making relevant deductions the estimated number of employees was 380, with an additional 60 employees undergoing prison officer graduate training, resulting in a total of 440 employees currently working at the Kumla prison ($N=440$), 58 percent men and 42 percent women (K. Gustafsson, personal communication, February 16, 2017).

137 employees participated in the study ($n=137$), which translates to 31% *participation rate*. Participation rate is important in studies because it adheres to the external validity of the study (Cohen & Swerdlik, 2005). A study by Baruch & Holtom (2008) on response rates in organizational research revealed that the average response rate for similar studies is 52,7% with a standard deviation (*sd*) of 20,4%. Which would mean that participation rate of 31% would fall beneath that and would therefore not represent the population. Other researchers, such as Morton, Bandara, Robinson & Carr (2012) question participation rate and its criteria on validity due to declining participation. And suggest that research can be valid even though response rate is low. Due to this the results from this study will be used, although generalization should be made with caution. 40.7% participants were women, 58.5% were men, and 0.8% other. Most of the participants were in the age range of 30 to 39

years of age (29.93%), and most of them worked as prison officers (56.1%). Most of the employees working at prisons are prison officers.

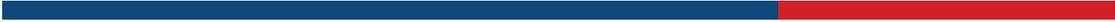
THE STRATEGIC ANALYSIS OF THE SWEDISH PRISON & PROBATION SERVICE

Here follow the results from the strategic analysis of the Swedish Prison & Probation Service.

Table 1.

Purpose in the strategic analysis of the Swedish Prison & Probation Service.

| | | |
|---------|-----------------------|---|
| Purpose | Origin & founders | Strong ties to the monarchy with cells being placed in castles. In the year 1619 King Gustav II Adolf was the first king to create institutions for offenders. In the year 1824, the first prison was founded. |
| | Ideal | The first house of corrections was established in the former royal palace Bridewell in London in the the 1550's. |
| | Mission | Responsible for prisons, remand prisons and probation institutions. Is responsible for reducing the likelihood of prisoners relapsing into criminal behaviour and securing the safety of citizens, in collaboration with police, courts and prosecutors. |
| | Vision | “Better out” (<i>s. Bättre ut</i>) The logo Visions for five strategic areas |
| | Business philosophy | Effective use of HR, crime-preventing work, security, human rights, the mission and its many forms, international civil crisis management, internal steering and control, communication, and equality integration. |
| | Managerial philosophy | Security awareness Ethics Emphasis on employees Working closely with both prisoners and employees |



The results of the strategic analysis of the purpose dimension of the Swedish Prison & Probation Service can be seen in Table 1, page 56.

The origin of the Swedish Prison & Probation Service dates back to the year 1619 when King Gustav II Adolf of Sweden made modifications to the national law to include institutions for offenders where labor was mandatory (Nationalencyklopedin, n.d.b). One could therefore argue that King Gustaf II Adolf of Sweden was the founder of the Swedish Prison & Probation Service.

Although King Gustaf II Adolf can be perceived as the founder of the Swedish Prison & Probation Service (Nationalencyklopedin, n.d.b), correction houses had been operational before that time. The first correction house was founded in London, at the royal palace Bridewell in the early 1550's (Ekbom, Engström & Göransson, 2010), and the first prison in Sweden was founded in 1825 (Nationalencyklopedin, n.d.b) - almost 300 years later.

The mission is clear and multiplex. The Swedish Prison & Probation Service is responsible for all prisons, remand prisons in the country, and the Probation Service. In addition, it is responsible for reducing the likelihood of re-offenders and securing the safety of citizens. And is to do so with collaborating with the police, courts and prosecutors (Kriminalvården, n.d.l). The Swedish Prison & Probation Service is also responsible for carrying out PSIRs (Kriminalvården, 2007; Kriminalvården, n.d.p)

The Swedish Prison & Probation Service has a clear vision, "Better out" (*s. Bättre ut*). "Better out" entails the strategic procedures to give prisoners better premises upon release to live a life without crime, and is represented in the Swedish Prison & Probation Service' logo (Kriminalvården, 2007; Kriminalvården, n.d.vision) see Figure 5 page 58.



Figure 5. The logo of the Swedish Prison and Probation Service. Reprinted with permission from the Swedish Prison & Probation Service.

The logo includes two keys, one silver and one gold. The silver key represents the key the prisoners are imprisoned with, and the gold key represents the key they are released back in society with. The keys have three keys each, representing the three core areas of the Swedish Prison & Probation Service; Remand prisons, prisons, and the Probation Service - and the need for them to work together to complete their objective (Kriminalvården, 2007).

Visions for five strategic areas (*s. Visioner för fem strategiska områden*) entails detailed visions for: 1.) Security (*s. säkerhet ordning och reda*), 2.) influence and rehabilitation (*s. påverkan och behandling*), 3.) coworkers and management (*s. medarbetare och ledning*), 4.) use of resources (*s. resursanvändning*), and 5.) development (*s. utveckling*) (Kriminalvården, 2007). In addition, the Swedish Prison & Probation Service has four nil-visions: 1.) No escapes, 2.) no illegal drugs, 3.) no criminal activities, and 4.) no violence, threats or harassments (Kriminalvården, 2007; Kriminalvården, 2017).

When it comes to business philosophy, it is made clear in the Financial Statements (*s. årsredovisning*) of the Swedish Prison & Probation Service that it aims to effectively make use of its human resources by continuing to invest in them, both on a managerial level and for those working closely with the prisoners. Also, crime-preventing work, security, human rights, the mission and its many forms, international civil crisis management (*s. internationell civil krishantering*), internal steering and control, communication, and equality integration (Kriminalvården, 2017).

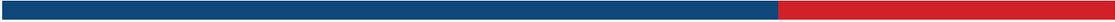
Managerial philosophy rests heavily on security awareness and good ethical considerations, with much emphasis on professionalism. Employees are carefully selected for their positions through vigorous selection processes, and should be role models for prisoners. Management works closely with prisoners and employees, which is the foundation for effective management (Kriminalvården, 2007).

Table 2.

Content in strategic analysis of the Swedish Prison & Probation Service.

| | | |
|---------|---------------------------|--|
| Content | Service Offering | Responsible for prisons, remand prisons and the Probation Service Implementing directions for community service PSIRs Transport |
| | Service Production System | Standardized information interview Search and drug testing Clothing and effects Assisting prison officer Health care Offender Assessment System (OASys) |
| | Uniqueness | The only institution of its kind in the country |

The results of the content analysis of the strategic analysis of the Swedish Prison & Probation Service can be seen in Table 2. Service offering is strongly related to the mission. This is not problematic since the Swedish Prison & Probation Service is a government institution (Kriminalvården, n.d.o) offering the service it aims to do (its mission). But in addition, it also services the Police, Immigration Service, and



municipalities with transports both nationally and internationally (Kriminalvården, n.d.k).

For the purpose of this study, service production system will refer to the procedure prisoners go through when they are in custody, from start to finish. It starts with remand prisons and can after that include prison(s), probation and electronic tagging (*s. fotboja*).

Remand prisons hold persons of interest in crime cases under investigation. This means that the people there have not been found guilty of any crime, but are believed to be able to damage an ongoing investigation. Also people who have been sentenced and are waiting for placement in prisons, as well as people who are in Sweden illegally, and people who are waiting to be placed in rehabilitation centers (Kriminalvården, n.d.g). When first arriving at remand prison, a standardized information interview (*s. informationssamtal*) is conducted for assessing the person entering the remand prison. These interviews include questions about their health, both psychological and physical, next of kin, any eventual immediate needs they might have, as well as receiving information on the Swedish Prison & Probation Service and the specific remand prison they are entering (Kriminalvården, n.d.b). When in remand, probation officers at the Probation Service conduct an investigation into their personal situations, with regards to factors that can be relevant to future PSIRs, as well as sentencing - should it come to that (Lag 1991:2041 om särskild personutredning i brottmål, m.m.). If found guilty, they could be sentenced to fines (which concludes their dealings with the Swedish Prison & Probation Service), probation, prison, community service or to electronic tagging (Ekbom, Engström & Göransson, 2010).

When it comes to prisons, the service production system is quite similar as within remand prisons. All prisoners entering prisons go through the same standardized procedure. When prisoners are received into prisons they have similar information interviews upon arrival, where they are asked about their health, both psychological and physical, next of kin, and any eventual immediate needs they might have. In addition, they are given information about the Swedish Prison & Probation Service, as well as about the prison they are entering. Search of person and



belongings is conducted as well as drug-testing. Prisoners all wear clothing from the Swedish Prison & Probation Service and are given a set along with personal hygiene products after search is conducted. When prisoners enter their unit or ward, a nurse will call on them and assess their health and needs (Kriminalvården, n.d.a). A prison officer working in that unit will be assigned to the prisoner (*s. kontaktman*). This prison officer will amongst other things, assist with the sentence plan. The sentence plan is built on the Offender Assessment System, OASys for short (*s. verkställighetsplan*), and consists of two parts; 1.) research and 2.) plan. The first phase consists of detailed information about the prisoners' finances, social circumstances, education, living arrangements, family situations and drug abuse. The plan is to identify and work with potential risk factors, and is made in collaboration with the prisoner and the prison officer. The OASys is a dynamic way of engaging the prisoners in their own rehabilitation, and it integrates all departments within the Swedish Prison & Probation Service that are of relevance to the prisoner. The OASys also involves collaboration between institutions necessary for the prisoner to be better adapted to life when released back in society again (Kriminalvården, n.d.u).

The Swedish Prison & Probation Service is unique in the sense that it is the country's only institutions responsible for all matters regarding prisoners and in implementing sentencing (Kriminalvården, n.d.OM; Kriminalvården, 2007).

Table 3.

Process in strategic analysis of the Swedish Prison & Probation Service.

| | | |
|---------|-----------------------|---|
| Process | Development phases | 1824 - First official institution, <i>Fångvårdsstyrelsen</i> 1965 - <i>Kriminalvårdsstyrelsen</i> 2004 - Escapes from Sweden's most secure prisons 2006 - the Swedish Prison & Probation Service becomes one centralized institution |
| | Procedures & Routines | Law Handbooks Guidelines Policies |
| | Success | Decrease in re-offenders Decrease in prison escapes |

The results of the process analysis of the Swedish Prison & Probation Service, Table 3, identify four major developmental phases, the year 1824, 1965, 2004, and 2006. In the year 1824 the first official prison institution was founded and was called *Fångvårdsstyrelsen*. In the year 1965 it was renamed to *Kriminalvårdsstyrelsen*, representing an increased emphasis on rehabilitation (Nationalencyklopedin, n.d.c).

In the year 2004 there were four escapes from high-security prisons involving violence, threats, dangerous prisoners and criminals. This led to an official investigation aimed to analyse the events in order to prevent them from occurring again (Sveriges riksdag, 2004, August 9; Sveriges riksdag, 2004, October 7). This resulted in a variety of security improvements and modifications (Ekbohm, Engström, & Göransson, 2010; Eriksson, 2005).

In order to more effectively manage its miscellaneous tasks, the Swedish Prison & Probation Service was centralized in the year 2006. This was done by merging together the Transport Unit (*s. Transporttjänsten*), *Kriminalvårdsstyrelsen*, and the 35 local prison authorities. In addition to improving effectiveness, this was done for better use of available resources as well as increasing adaptivity and flexibility (Nationalencyklopedin, n.d.; Sveriges riksdag, 2005).

The Swedish Prison & Probation Service is by large governed by law and has a range of handbooks and manuals for work-procedures, and miscellaneous situations. They have an overall handbook for the institution (*s. Arbetsordning för*

Kriminalvården), as well as numerous general and more specific handbooks for different positions. They are aimed at describing the responsibilities of employees at different positions in the institution, their main role, work procedures, as well as what laws, regulations, and policies they rest upon (Kriminalvården, 2016).

Success can be measured in numerous ways, depending on the purpose of the organization measuring it. For the purpose of this study, the success of the Swedish Prison & Probation Service was measured with regards to how well they managed their mission, or more precisely by means of 1.) re-offenders, and 2.) prison escapes (citizen safety). According to the Swedish Crime Prevention Administration (s. *Brottsförebyggande rådet*) (n.d.b), the most recent numbers on re-offender date back to the year 2011, with preliminary numbers for 2014 scheduled for publication on the 31st of May, 2017, and will therefore not be available for this study. As can be seen in Figure 6, the number of re-offenders has decreased, from 39% in the year 1994, to the lowest percentage of 31% in the year of 2011. The year 1999 had the highest number of re-offences, 42%, with a constant decrease after that. Statistics refer to number of re-offences within three years of completion of prison sentence or probation (Kriminalvården, n.d.v).

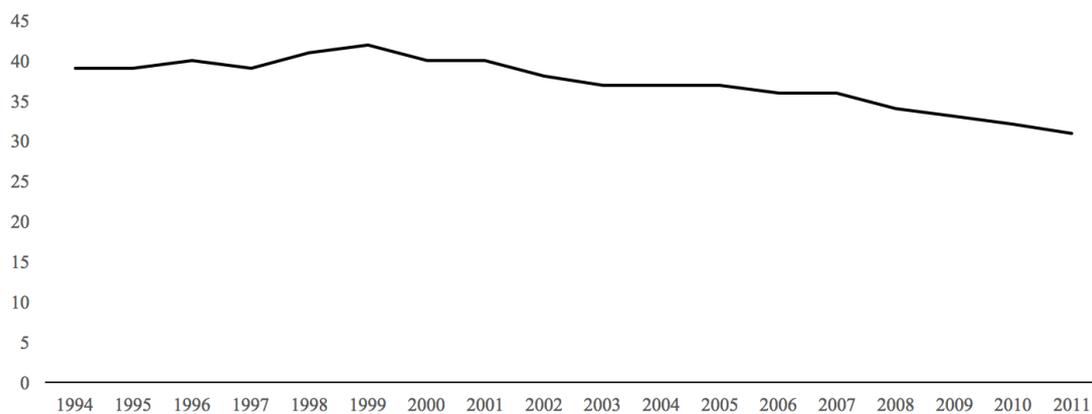


Figure 6. *Re-offences, measured in percentage.* Years are displayed on the horizontal axis, and percentage (%) on the vertical axis. Statistics from Kriminalvården (n.d.v).

As well as a decrease in number of re-offender there was also a decrease in the number of re-offenders with regards to types of sentencing, as can be seen in Figure 7.

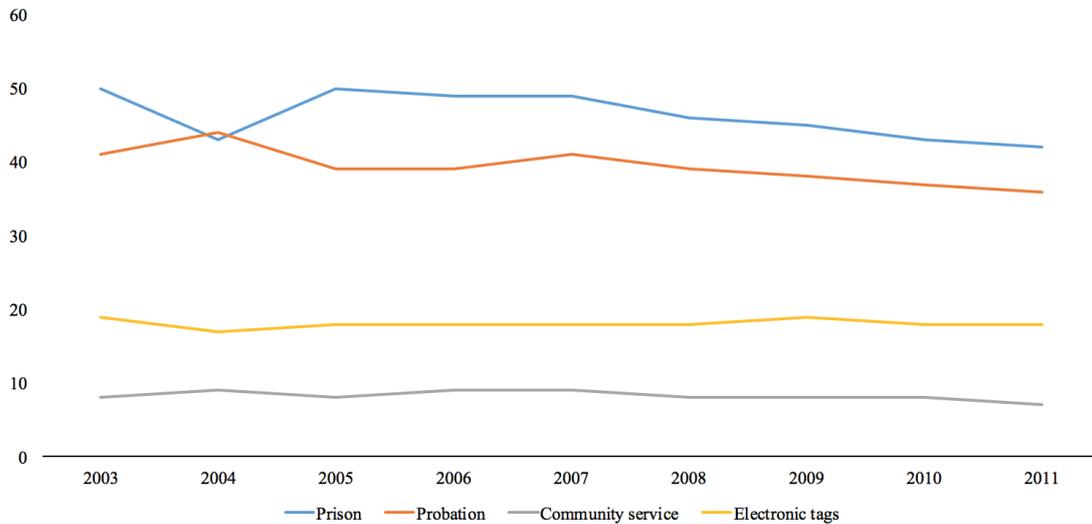


Figure 7. Re-offences with regards to prisons, probation sentences, community service and electronic tags. Years are displayed on the horizontal axis, and percentage (%) on the vertical axis. Statistics from Kriminalvården (n.d.v).

Re-offences from prisons (the blue line in Figure 7) shows a steady decline in percentage of re-offences with an exception in the year 2004. The highest percentage were in the years 2003 and again in the year 2005 (50%). And the lowest in the year 2011 (42%). When it comes to re-offences from those with previous probation sentences the trend is the same, declining. The year 2004 had the most re-offences (44%) and the year 2011 the least (36%). Re-offences for those with previous community services is also in decline. The years 2004, 2006, and 2007 had the most re-offences (9%), and the year 2011 the least (7%). Re-offences from those with previous sentences involving electronic tags are steady with percentages in the range of 19% (the year 2003) and 17% (the year 2004) (Kriminalvården, n.d.v).

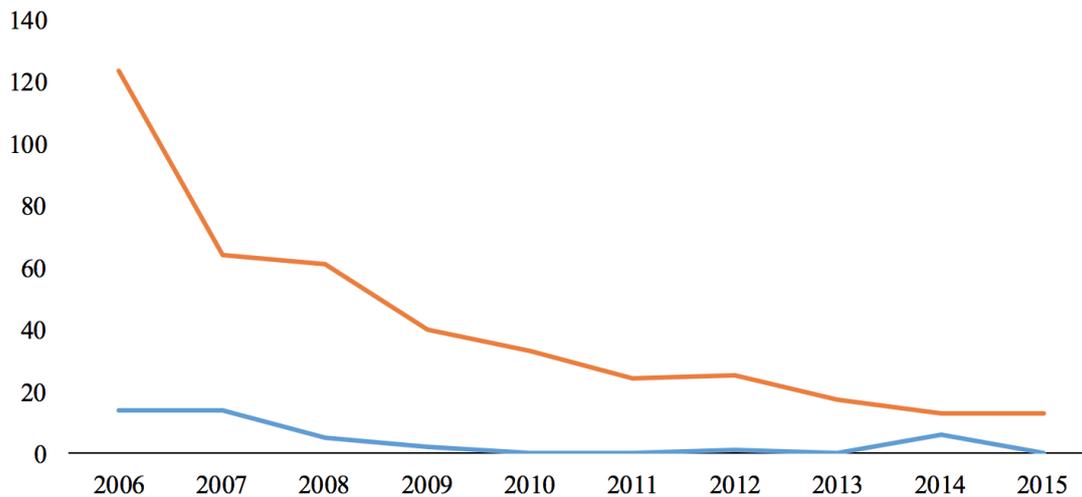


Figure 8. *Escapes from prisons.* Years are displayed on the horizontal axis, and number of escapes on the vertical axis. The blue line represents escapes from prisons with security classification 1 and 2, and the orange line represents escapes from prisons with security classification 3. Statistics from Brottsförebyggande rådet (n.d.b).

As can be seen in Figure 8, escapes are declining. The Swedish Prison & Probation Service categorize the statistics based on the security classifications of prisons, where security classification number 3 are open prisons with no outer security perimeter, and therefore much easier to escape from. In the year 2006, escapes from prisons with security classification 3 were 123 instances, and decline with each year until they reach the lowest in the years 2014 and 2015 - a total of 13 escapes from prison. When it comes to the more secure prisons, classification 1 and 2, there is also a decline, with a spike in the year 2014 with 6 incidents. There were no escapes in the years 2010, 2011, 2013 nor in the year 2015 (Brottsförebyggande rådet, n.d.a).

Table 4.*Context in strategic analysis of the Swedish Prison & Probation Service.*

| | | | |
|---------|-----------------------------|--------------|--|
| Context | External Context | Environment | Sweden International Legal environment |
| | | Stakeholders | Citizens Prisoners Employees |
| Context | External & Internal Context | Clients | Prisoners Citizens The Immigration Service The Police |
| | | Interaction | Offender Assessment System Communication The Police, the Immigration Service, employment agencies, hospitals and rehabilitation centers |
| Context | Internal Context | Resources | Employee diversity Knowledge Assets |
| | | Employees | Strategy for Competence Provision Standardized recruitment procedures Internal educational programs Standardized annual survey Equal treatment Diversity Crisis support Employee Committee Immigration Service |
| Context | Internal Context | Structure | Organizational structure Department structure Job descriptions Procedures for administrative processing Rules of Procedures for the Swedish Prison & Probation Service Laws Procedures Guidelines |

Table 4 represents the strategic analysis of context in the Swedish Prison & Probation Service, and is divided into three dimensions; 1.) External Context, 2.) External & Internal Context, and 3.) Internal Context.

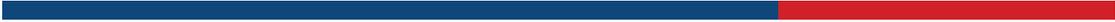


The Swedish Prison & Probation Service operates in Sweden and is divided into six regions as can be seen in Figure 2, page 23. 1.) The North Region, 2.) the Center Region, 3.) the Stockholm Region, 4.) the East Region, 5.) the West Region, and 6.) the South Region (Kriminalvården, n.d.j; Nationalencyklopedin, n.d.a). It also operates internationally on behalf of the United Nations (UN) and European Union (EU). The Swedish Prison & Probation Service mainly assists by sending qualified employees to countries that are rebuilding their correction systems due to war (Kriminalvården. n.d.h). In addition, because it is a government institution, it is built on a wide set of laws governing its purpose, content, procedures and context (Kriminalvården, 2016).

The stakeholders of the Swedish Prison & Probation Service are the citizens it protects, the citizens that pay their taxes that funds the institution, the clients, and the employees. The clients are the prisoners, because most prisoners are future citizens. Stakeholders can also be other institutions that have an interest in the Swedish Prison & Probation Service, like rehabilitation centers, the Police and the Immigration Service.

The clients are the prisoners, citizens, the Police and the Immigration Service. The prisoners are clients in the sense that they receive service offered by the Swedish Prison & Probation Service - service they possibly payed for before they went to prison. Citizens are clients in the sense that they pay for the service by paying taxes. They pay for the Swedish Prison & Probation Service to keep them safe from persons who have been found guilty of crimes. They also pay for the service to receive these persons in better state (Better out) than they were when they went to prison. The Police and the Immigration Service are clients because they pay for transport services from the Swedish Prison & Probation Service, for their clients. And lastly, employees are stakeholders for they have a stake in the Swedish Prison & Probation Service. It is in their interest that the institution can pay their wages and keep them employed.

Interaction refers to the interaction between stakeholders and clients (Steinþórsson, 2003b). That is to say, the interaction between citizens, the prisoners, the employees, the Immigration Service and the Police. The OASys creates a means for prisoners and employees to interact with focus on what is best for the prisoner



(Kriminalvården, n.d.u). In addition, as part of the support operations of the Swedish Prison & Probation Service, Communications (Figure 1, page 21) is responsible for the external and internal interrelations and communication. The department's underlying goal is to assist the Swedish Prison & Probation Service achieve its long-term mission. It is also responsible for public relations (PR), and intercommunication between other departments (Kriminalvården, 2016). Other institutions and organizations also interact with the Swedish Prison & Probation Service, for instance employment agencies, hospitals and rehabilitation centers (Kriminalvården, n.d.r).

For the purpose of this study resource were analyzed with regards to human resources, human resources, and financial resources. Strategic management in government includes factors such as public interest, public value and public equity. These will, however, not be included in the current analysis since they require their own individual studies in order to give correct analysis.

The natural resources of the Swedish Prison & Probation Service lies in the knowledge of the employees (human resources) as well as their diversity. Employees are expected to have university degrees in social science or law, or work experience within human care, security or psychiatry. Employees sensitive to multicultural differential ties are sought after, and gender-diversity is encouraged (Kriminalvården, 2017; Kriminalvården, n.d.s).

Since the Swedish Prison & Probation Service is funded by the state, its financial resources are not monetary, but bound in knowledge and assets. In the current analysis, knowledge refers to the continuous education of employees and evaluation.

Assets include modern and secure facilities (Kriminalvården, 2007), technical security equipment, secure transport vehicles, and security equipment (Ekbom, Engström & Göransson, 2010).

In its effort to acquire knowledge the Swedish Prison & Probation Service has standardized recruitment procedures, *Strategy for Competence Provision* (*s. kompetensförsörjningsstrategi*), internal educational programs, standardized annual survey (*s. medarbetarundersökning*), equal treatment, diversity, crisis support, Employee Committee (*s. personalansvarsnämnd*), as well as a program that lends



employees to the Immigration Service due to its increasing strain (Kriminalvården, 2017).

The Strategy for Competence Provision ensures that the Swedish Prison & Probation Service has clear strategies on how to attract and keep employees with the right kind of background and mentality. Standardized recruitment procedures with standardized tests and interview structures ensures equal treatment in recruitment. Internal educational programs increase the likelihood that all employees build their work ethics on the same values, that employees live up to certain sets of standards, and increases a sense of community. The standardized annual survey compares the findings nationwide to find areas of interest. In order to improve equal treatment, strategic plans on equality are being created to maintain diversity. It is important that employees represent the community and that all employees are treated equally. For instance, the Swedish Prison & Probation Service has a newly constructed strategy for issues regarding LGBTQ (lesbian, gay, bisexual, transgender, and queer) matters, an equal distribution between men and women and a multicultural representation equal to that in the private sector. To address incidents regarding violence and threats towards employees there are employees specially trained in crisis support. The Employee Committee is responsible for handling matters regarding employee misconduct, complaints, as well as handling of relevant incidents (Kriminalvården, 2017).

The analysis reveal that the Swedish Prison & Probation Service has well defined structure. The organizational structure can be seen in Figure 1 page 21, and outlines the main areas of the organization. In addition, each department has its own structure, each work roll has well defined job descriptions, and defined procedures for administrative processing. All thoroughly defined in a handbook called “Rules of Procedures for the Swedish Prison & Probation Service” (*s. Arbetsordning för Kriminalvården*), available online (Kriminalvården, 2016).

The Swedish Prison & Probation Service is a government institution that rests on laws, procedures and guidelines that takes into account all major aspects of its procedures (Kriminalvården, n.d.n).

Table 5.

Objectives and ethics of the Swedish Prison & Probation Service.

| | |
|-----------|--|
| Objective | Prevent re-offending |
| Ethics | Ethical code Values of the Swedish government Values of the Swedish Prison & Probation Service Equal worth Objectivity Free formation of opinion Effectivity |

The most important objective of the Swedish Prison & Probation Service is to prevent re-offending, and does so with rehabilitations projects, education programs, work and other activities (Ekbohm, Engström & Göransson, 2010).

Good ethics is pervading throughout all procedures, guidelines and overall workings of the Swedish Prison & Probation Service. Ethics were analyzed with regards to ethical code, the values of the Swedish government and Swedish Prison & Probation Service, equal worth, objectivity, free formation of opinion, and effectivity (Kriminalvården, n.d.i).

The purpose of ethical code is to make it easy for employees to do the right thing, to enhance the quality of work environment and assist prisoners to be “Better out”. The values of the Swedish government are democracy, legality, objectivity, free formation of opinion, to respect everyone’s equal worth, freedom and dignity. As well as effectivity and service. The values of the Swedish Prison & Probation Service is to interact with clients, to be personal but not private, professionalism, reliability, and to abide by laws, guidelines and policies in order to enhance predictability and correctness. Equal worth means that employees are professional in their interactions and to not discriminate, be it with regards to co-workers, clients, or other stakeholders. Everyone is entitled to a safe and secure environment, free of alcohol and drugs. Objectivity refers to a strict policy of neutrality and equality. Because the Swedish Prison & Probation Service is funded by taxpayers it is important to represent in an exemplary manner. This also means that the resources may never, in any way or form, be used for private use. Free format of opinion includes the

principle of publicity, which entails that all proceedings shall be made public so that they can be subjected to scrutiny. It also entails the right to free speech as well as the right of employees to talk to press on their own terms (without disclosing any confidential information of course). Effectivity as part of the ethical code refers to importance of sound business dealings as well as the integrity of the business partners. In addition, the importance of preserving the environment by (amongst other things) reducing wastage and energy (Kriminalvården, n.d.i).

THE QUESTIONNAIRE

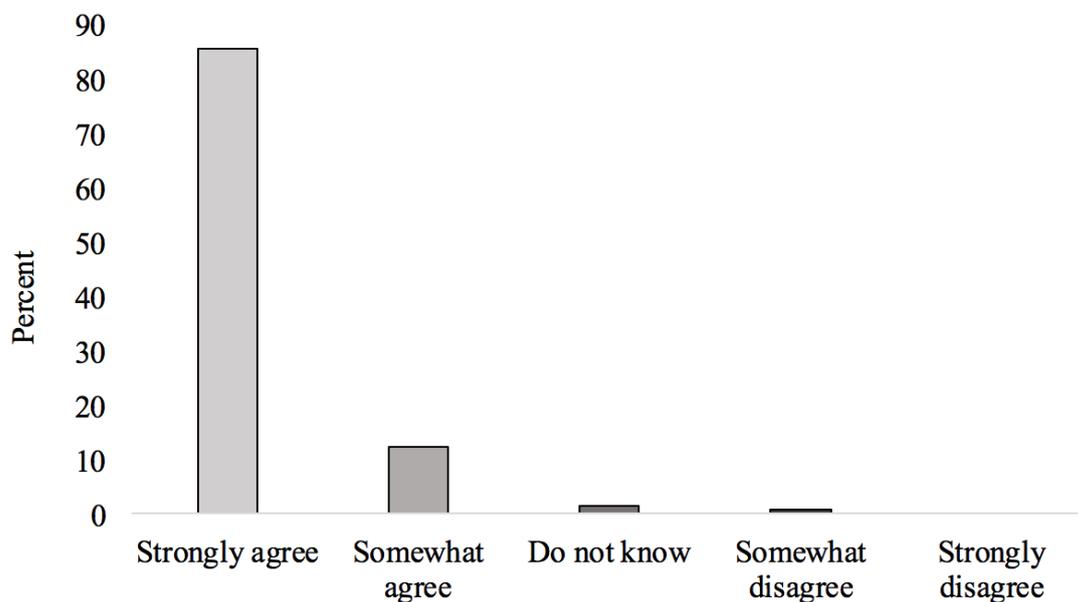


Figure 9. Responses to statement 1: The Swedish Prison & Probation Service has a mission.

85.4% of respondents *strongly agreed* with the statement that the Swedish Prison & Probation Service has a mission, Figure 9. 12.41% *somewhat agreed*, 1.46% *did not know*, 0.73% *somewhat disagreed*, and none (0%) *strongly disagreed*. 137 participants responded, with a response rate of 100%.

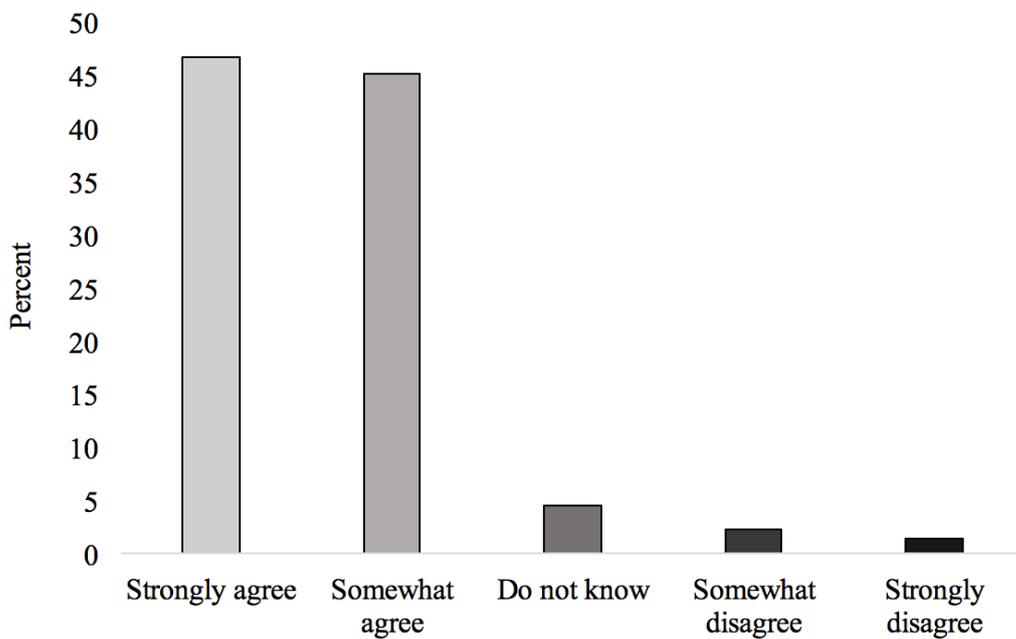


Figure 10. Responses to statement 2: *The decisions I have to take in my work are facilitated by the fact that the Swedish Prison & Probation Service has a mission.*

133 participants responded to statement number 2, Figure 10, yielding a response rate of 97%. 46.62% *strongly agreed* that the decisions they had to make in their work were facilitated by the fact that the Swedish Prison & Probation Service has a mission. 45.11% *somewhat agreed*, 4.51% *did not know*, 2.26% *somewhat disagreed* and 1.5% *strongly disagreed*.

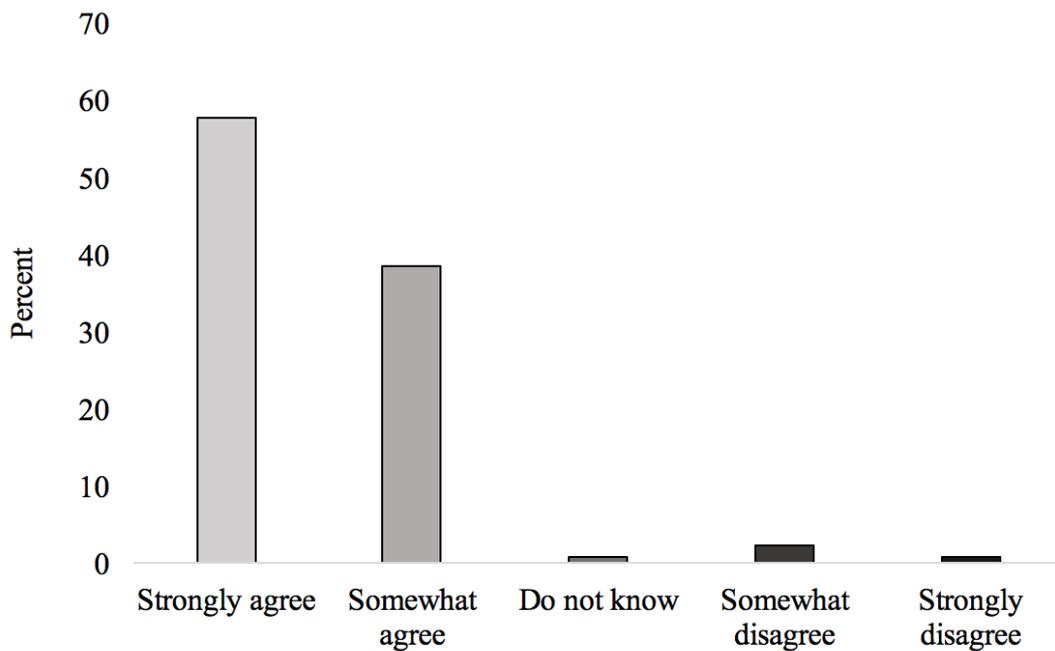


Figure 11. Responses to statement number 3: *The procedures of the Swedish Prison & Probation Service are based on predetermined values.*

Figure 11 shows the results from statement number 3: “The procedures of the Swedish Prison & Probation Service are based on predetermined values”. 57.69% *strongly agreed*, 38.46% *somewhat agreed*, 0.77% *did not know*, 2.31% *somewhat disagreed*, and lastly, 0.77% *strongly disagreed*. Response-rate was 94.9% (130 responses).

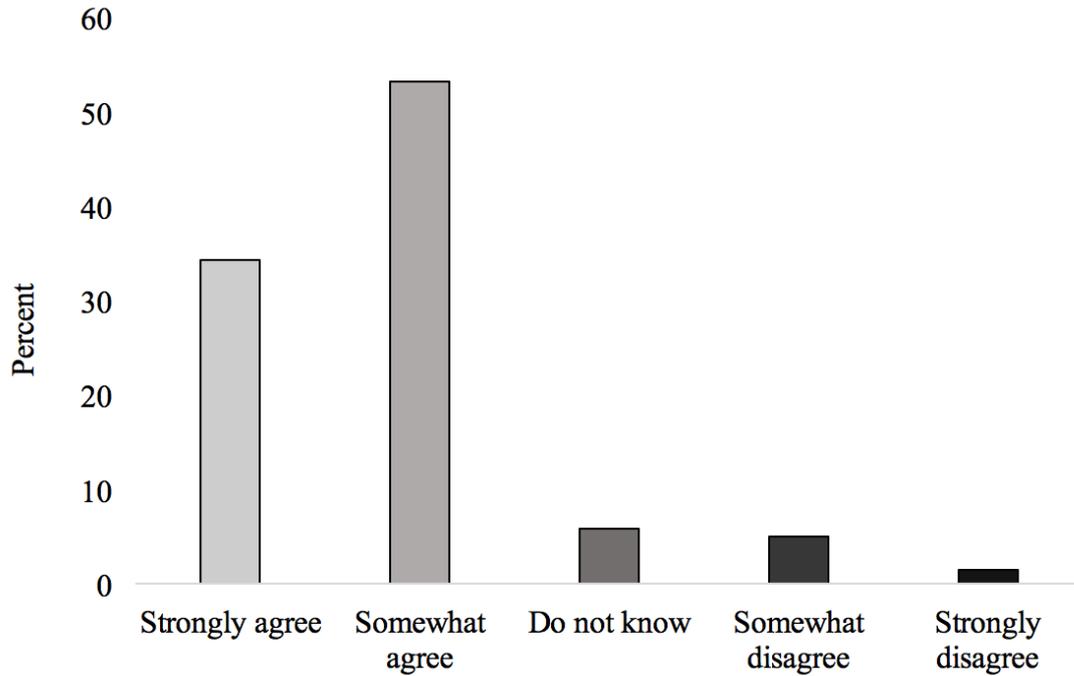


Figure 12. Responses to statement number 4: *The decisions I have to take in my work are facilitated by the fact that the procedures of the Swedish Prison & Probation Service are based on predetermined values.*

As can be seen in Figure 12, 34.31% *strongly agreed* that the decisions they have to take in their work are facilitated by the fact that the procedures of the Swedish Prison & Probation Service are based on predetermined values. 53.28% *somewhat agreed*, 5.84% *did not know*, 5.11% *somewhat disagreed*, and 1.46% *strongly disagreed*. 137 participants responded to the statement with a response-rate of 100%.

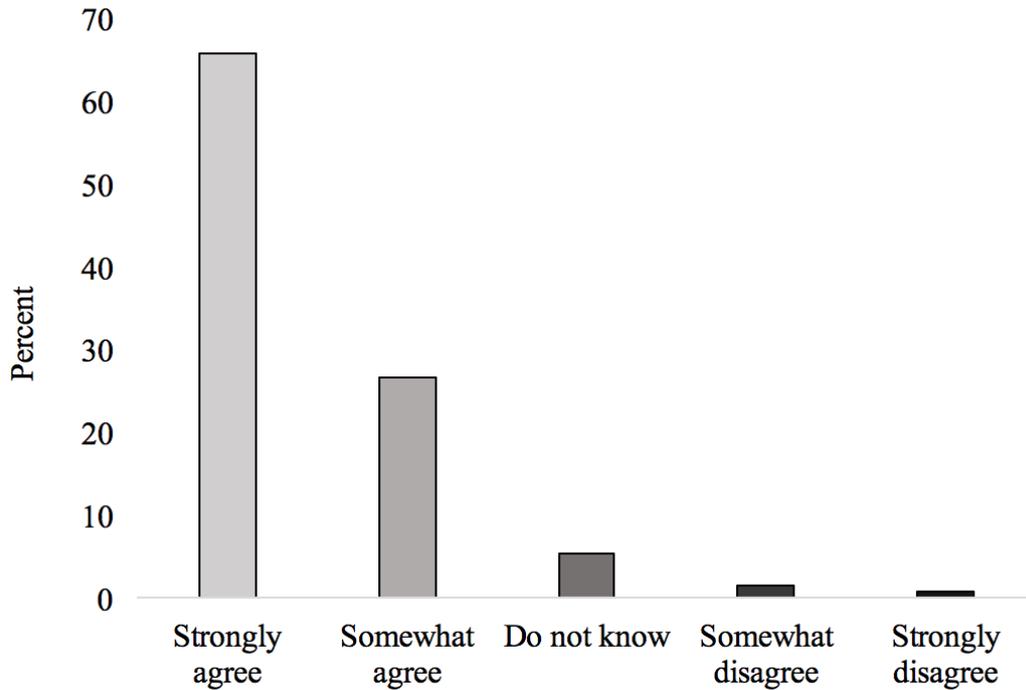


Figure 13. Responses to statement 5: *The Swedish Prison & Probation Service has a vision.*

65.65% of respondents *strongly agreed* with the statement that the Swedish Prison & Probation Service has a vision. 26.72% *somewhat agreed*, 5.34% *did not know*, 1.53% *somewhat disagreed*, and 0.76% *strongly disagreed*. 131 participants responded, yielding 95.6% response-rate. Results can be seen in Figure 13.

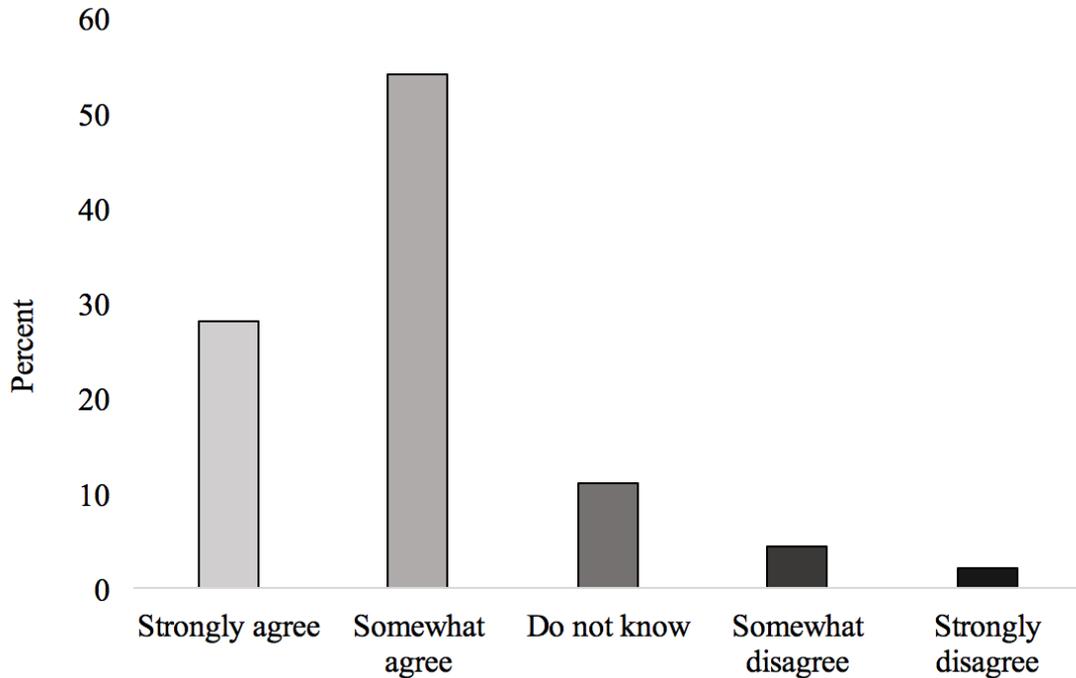


Figure 14. Responses to statement number 6: *The decisions I have to take in my work are facilitated by the fact that the Swedish Prison & Probation Service has a vision.*

Figure 14 shows the result from statement number 6. 28.15% of respondents *strongly agreed* that the decisions they have to take in their work are facilitated by the fact that the Swedish Prison & Probation Service has a vision. 54.07% *somewhat agreed*, 11.11% *did not know*, 4.44% *somewhat disagreed* and 2.22% *strongly disagree*. Response-rate was 98.5% (135 participants responded).

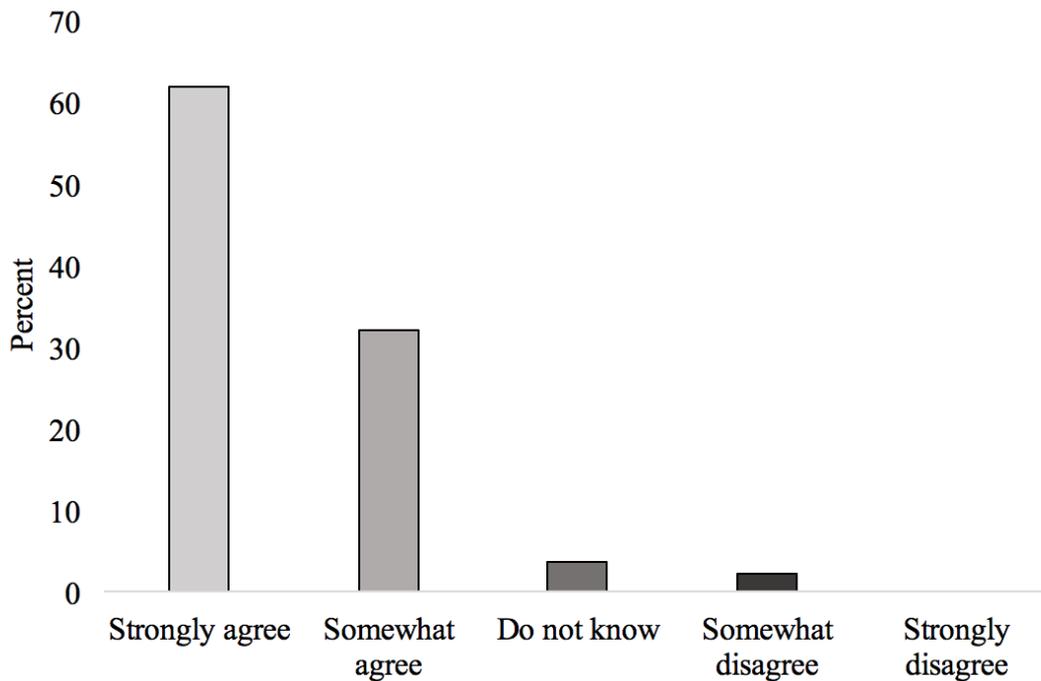


Figure 15. Responses to statement number 7: *The Swedish Prison & Probation Service has a purpose.*

As can be seen in Figure 15, 61.94% of respondents *strongly agreed* that the Swedish Prison & Probation Service has a purpose. 32.09% *somewhat agreed*, 3.73% *did not know*, 2.24% *somewhat disagreed*, and none (0%) *strongly disagreed*. Response-rate was 97.8% (134 responses).

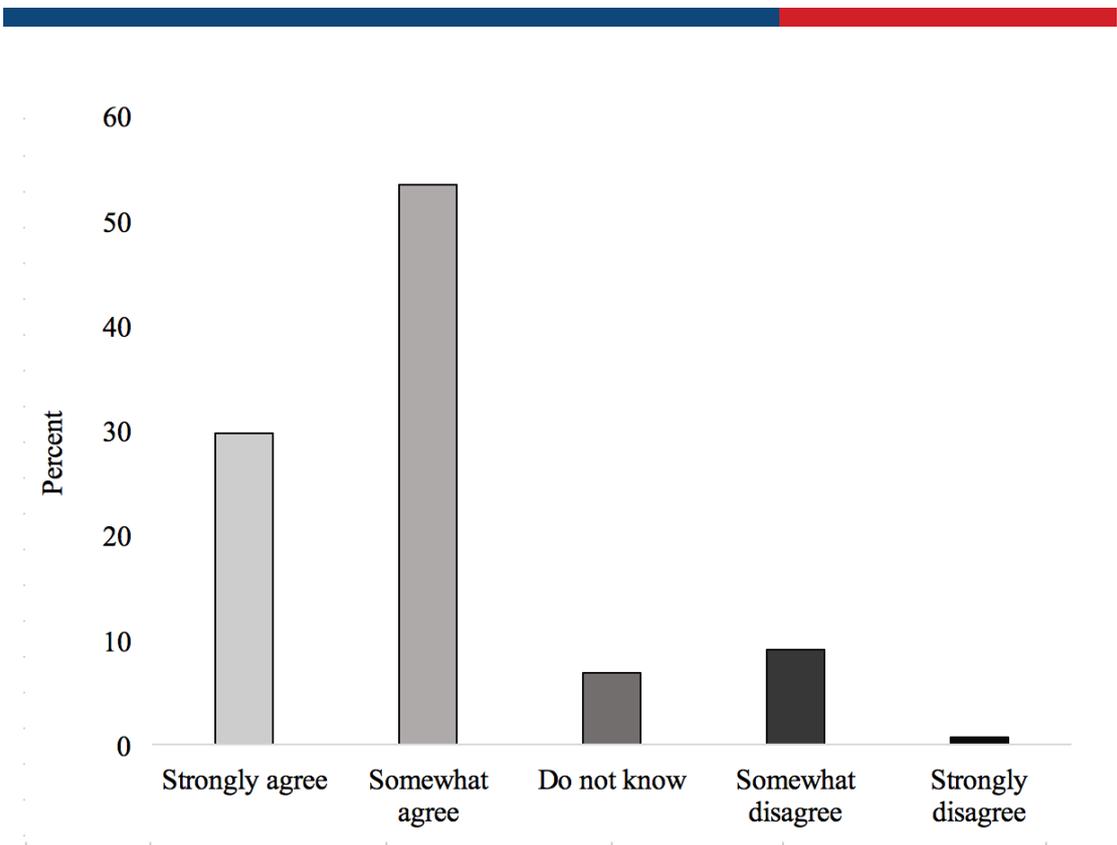


Figure 16. Responses to statement number 8: *The decisions I have to take in my work are facilitated by the fact that the Swedish Prison & Probation Service has a purpose.*

29.77% of respondents *strongly agreed* with that the decisions they have to take in their work are facilitated by the fact that the Swedish Prison & Probation Service has a purpose, as can be seen in Figure 16. 53.44% respondents *somewhat agreed* to the statement, while 6.87% *did not know*, 9.16% *somewhat disagreed* and 0.76% respondents *strongly disagreed*. 131 participants responded, with 95.6% response-rate.

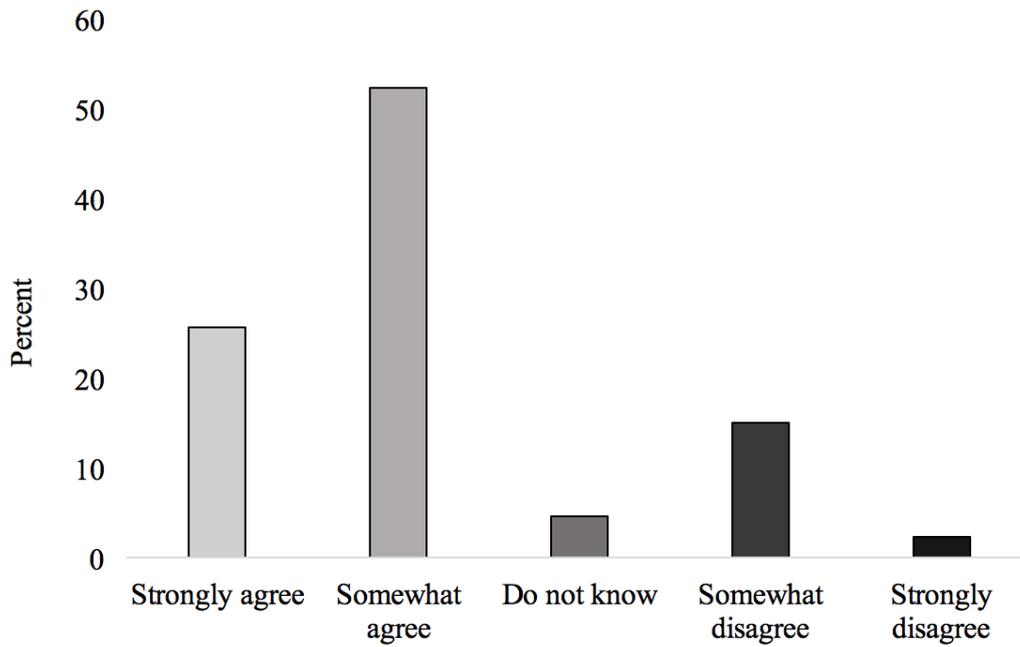


Figure 17. Responses to statement number 9: *It is clear who is responsible for the decisions that has to be taken in my work.*

25.76% of respondents *strongly agreed* that it was clear who was responsible for the decisions that has to be taken in their work. 52.27% *somewhat agree*, 4.55% *did not know*, 15.15% *somewhat disagree* and 2.27% *strongly disagreed*. Response rate was 96.4% (132 responses). Results are displayed in Figure 17.

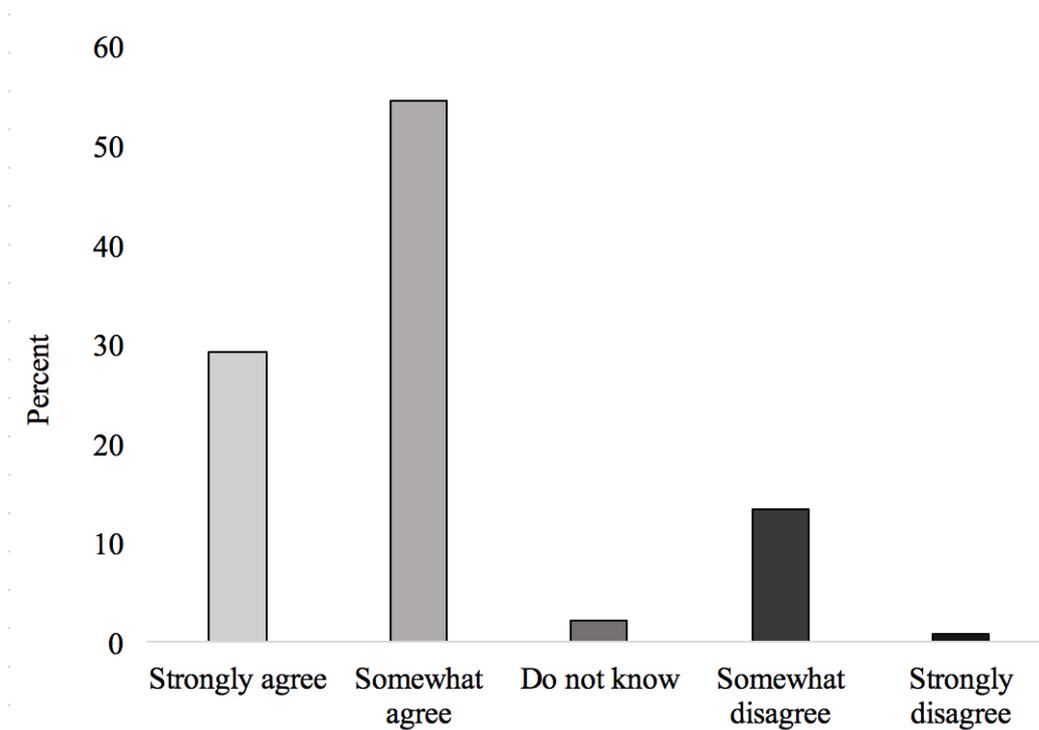


Figure 18. Responses to statement number 10: *The work roles (who does what and how) are clear at my place of work.*

The results for statement number 10 can be seen in Figure 18, and shows that 29.1% of respondents *strongly agreed* that the work roles (who does what and how) were clear at their place of work. 54.48% *somewhat agreed*, 2.24% *did not know*, 13.43% respondents *somewhat disagreed*, and 0.75% *strongly disagreed*. Response rate was 97.8% (134 responses).

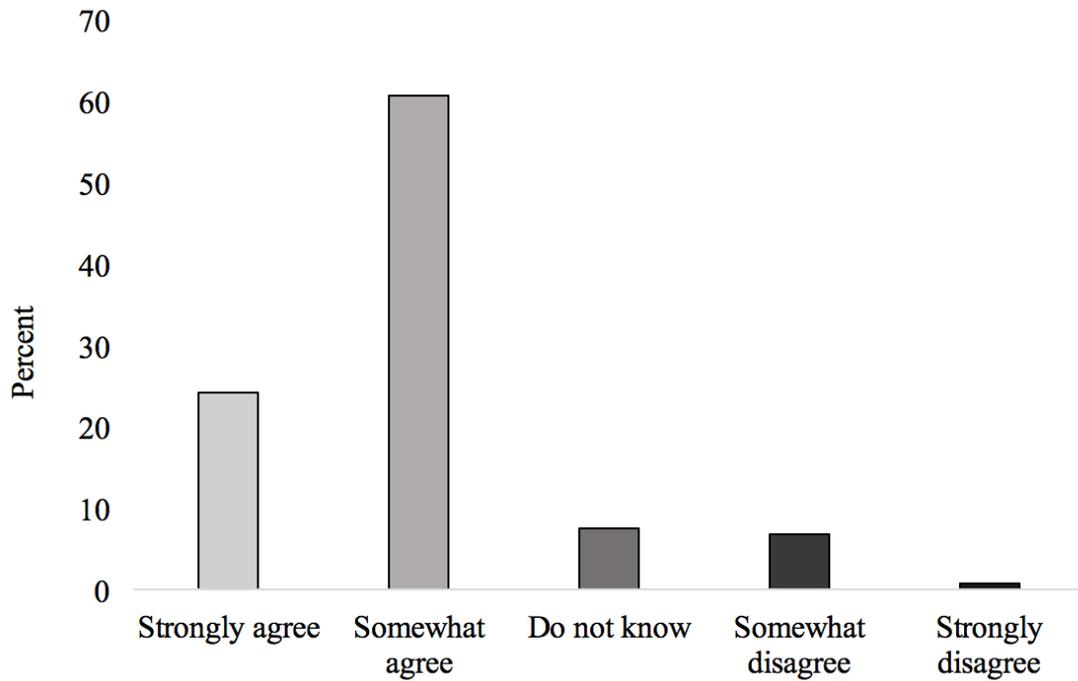


Figure 19. Responses to statement number 11: *The work culture is strong at my place of work.*

24.24% of respondents *strongly agreed* that the work culture was strong at their place of work, see Figure 19. 60.61% *somewhat agreed*, 7.58% *did not know*, 6.82% *somewhat disagreed*, and 0.76% *strongly disagreed*. Response-rate was 96.4% (132 responses).

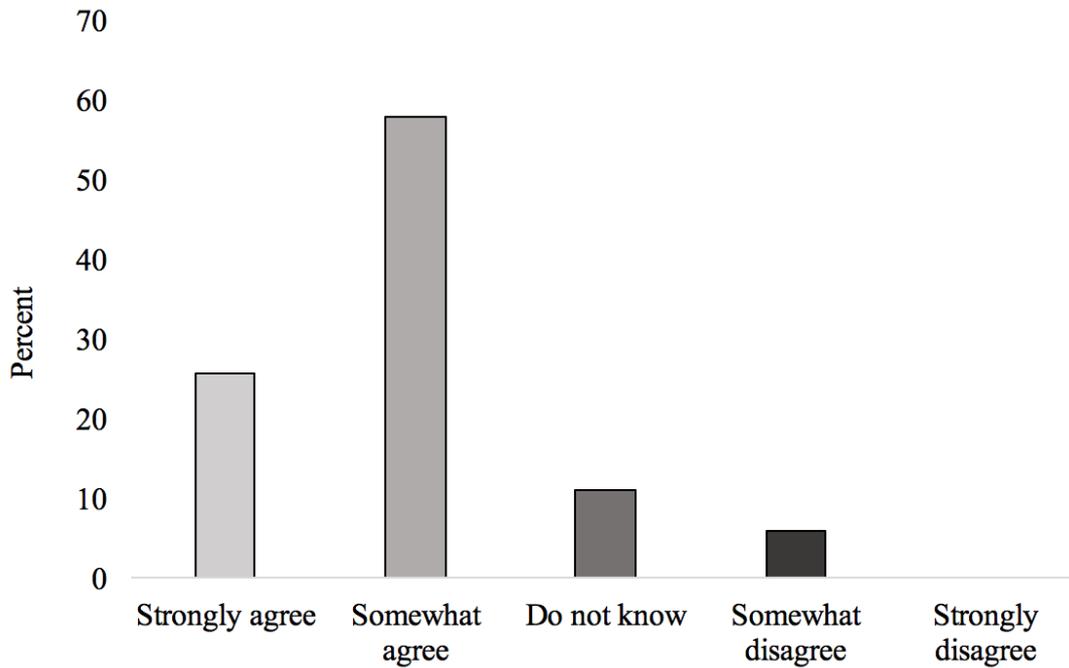


Figure 20. Responses to statement number 12: *The work of the Swedish Prison & Probation Service is ethically correct.*

The results of whether or not the participants found that the work of the Swedish Prison & Probation Service was ethically correct or not can be seen in Figure 20. 25.55% respondents *strongly agreed* with the statement, 57.66% *somewhat agreed*, 10.95% *did not know*, 5.84% *somewhat disagreed* and none (0%) *strongly disagreed*. 137 participants responded resulting in response-rate of 100%.

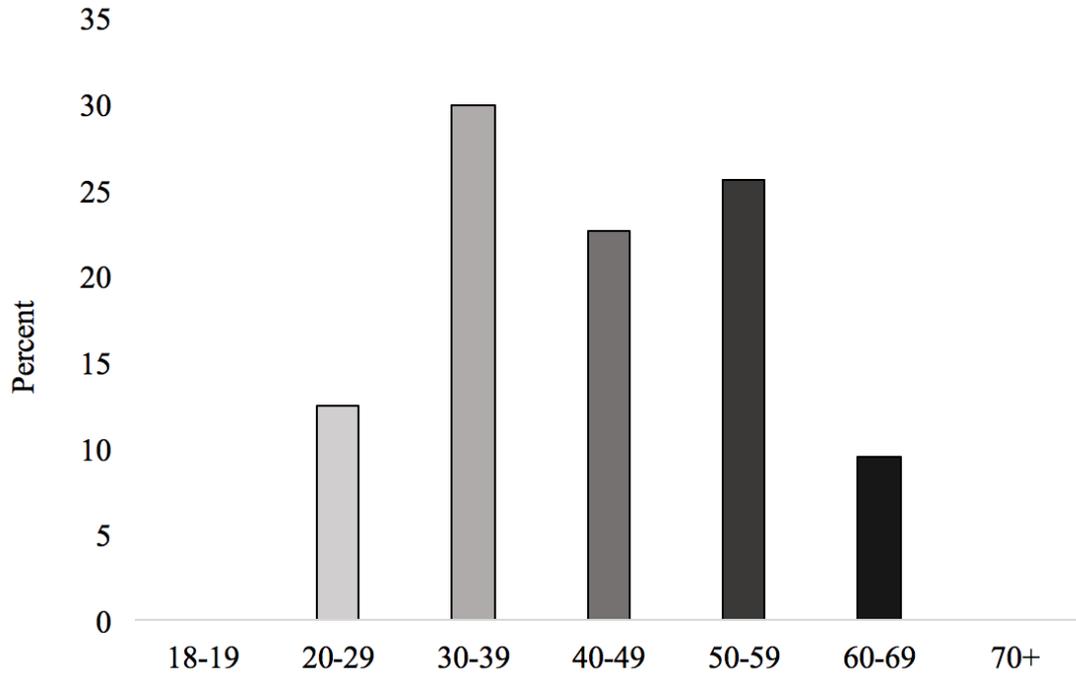


Figure 21. Responses to question number 14: My age:.

The age distribution of the participants can be seen in Figure 21. None of respondents were between 18 and 19 years of age, 12.41% were between 20 and 29 years of age, 29.93% were between the ages of 30 and 39, 22.63% were between the ages of 40 and 49, 25.55% were between 50 and 59 years of age, 9.49% of respondents were between the ages of 60 and 69, and none were older (0%). All participants responded (137 responses) with a response-rate of 100%.

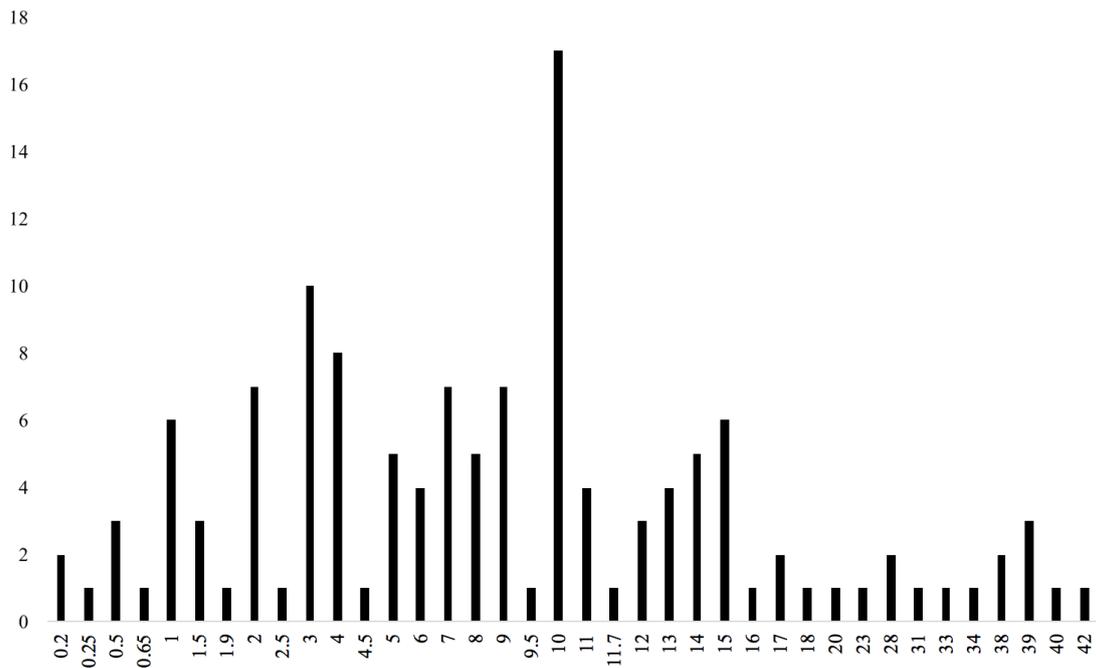


Figure 22. Responses to question number 15: *I have worked at the Swedish Prison & Probation Service for a total of years:*. The vertical axis displays number of participants and the horizontal axis displays number of years.

Figure 22 displays the findings when it comes to how long the respondents had worked at the Swedish Prison & Probation Service. Response rate was 95.6% (131 responses). 10% had worked at the Swedish Prison & Probation Service for one year or less, 66% for five years or more, 44% had worked for ten years or more, and 8% of all those who responded had worked for 30 years or more. The most frequent value was to have worked at the Swedish Prison & Probation Service for ten years. The minimum was 0,2 years, the maximum was 42 years (range of 41,8 years), and the average (M) was 10 years.

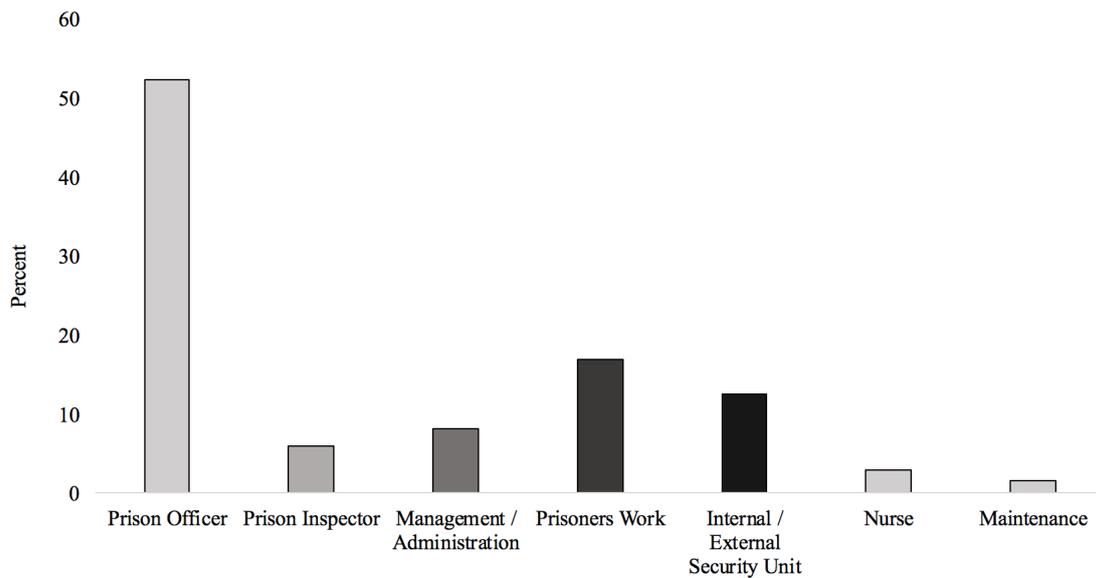


Figure 23. Responses to question number 16: *I am a / work with.*

Figure 23 displays the work roles of the respondents. 52.2% were prison officers, 5.9% were prison inspectors, 8.1% worked in management or with administration, 16.9% with prison activities (prison work), and 12.5% with internal or external security. Two occupations were added to the question by respondents; Nurses which made up 2.9% of respondents and maintenance which was made up of 1.5% of respondents. Response-rate was 99.3% (136 respondents).

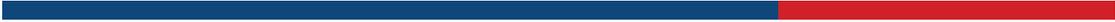
Question number 17 gave participants the opportunity to add to the questionnaire any comments they might deem relevant. There were three relevant comments for this study:

“The Swedish Prison & Probation Service is heading the right direction even though it takes time”.

“Lacking is the fact that management works with the psychosocial working environment”.



“The reason for “partly” on some of the questions is based on the insight that some of the decisions made are based on personal opinions and not on knowledge. Some of the staff, both in management and others, do not always take advantage of the knowledge available to them, both within and outside of the organization, on miscellaneous issues to make the correct decisions”.



6. DISCUSSION

This part of the thesis discusses the results of the analysis and the responses from the questionnaire with regards to the research questions and literature.

THE STRATEGICAL ANALYSIS

This study found that the Swedish Prison & Probation Service does indeed have clear strategic management, confirming the first research question of this study. The analysis, built on the framework of Steinþórsson (2003b), which proved to be a good framework for this government organization. The framework was chosen because it can be used on all organizations, private, non-profit, and government, in addition to taking into account the interrelations of the four dimensions; Purpose, content, process and context. The analysis also revealed that the Swedish Prison & Probation Service has an objective, to decrease the likelihood for prisoners to re-offend after release, and ethics are considered within every procedure and guideline.

The framework for strategic analysis by Steinþórsson (2003b; Steinþórsson & Söderholm, 2002) was, amongst other things, chosen because of its interrelations qualities. This becomes evident when we look at the analysis. For instance, decreasing re-offending is found in every aspect of the analysis; purpose, content, process and context - as well as being the objective. In purpose it is part of the mission, vision, business philosophy and also managerial philosophy. In content it is part of the service production system because the OASys main purpose is to decrease re-offending and make it easier for prisoners to return to society after incarceration (Kriminalvården, n.d.u). In process it is one of the measures of success, and in context it is part of the external and internal context dimension as the OASys. In a similar fashion, employees are both part of the purpose dimension and the context dimension of the analysis. In purpose employees are part of the vision as one of the areas of the visions for five strategic areas, part of the business philosophy as well as the



managerial philosophy. They are also to be found in the context dimension as stakeholders, resources and a separate category. It should be mentioned, however, that employees are the heart of any organization, for there can be nothing without someone doing it - an employee. People who are self-employed are still employees, and as such, employees as part of any managerial strategy or structure should never be underestimated.

The results of the analysis of this study shows that the strategical framework of Steinþórsson (2003b; Steinþórsson & Söderholm, 2002) is a valid and favorable way of conducting strategic analysis.

With regards to the importance of the year 2004, this analysis confirms that recommendations made by the investigators (Eriksson, 2005) were indeed implemented and that the Swedish Prison & Probation Service does indeed have many well defined procedures when it comes to crisis situations and work roles (Ekbon, Engström & Göransson, 2010; Eriksson, 2005; Kriminalvården, 2016; Nationalencyklopedin, n.d.b).

Although competitive advantage was not part of this analysis due to the uniqueness of the Swedish Prison & Probation Service, sound business management is a part of its policies and guidelines (Kriminalvården, 2017). Competitive advantage could, thus, be part of business philosophy, service offering, procedure and routines, clients, and resources. Adding to the interrelation qualities of the analysis model.

The Swedish Prison & Probation Service is a government organization that rests heavily on laws, policies and guidelines. Transparency was a part of the ethical analysis and, without it, this study would not have been possible. All material on the Swedish Prison & Probation Service was available free of charge, online.

THE QUESTIONNAIRE

The questionnaire revealed that for the most part, the employees of the Kumla prison strongly or somewhat agreed with the statements. Seven of the statements of the questionnaire are consistent with the analysis, meaning that the statements are true. The reason for the questionnaire was to see how well the strategic management



has been, and is, implemented. Therefore, statements where the respondents *did not know*, *somewhat disagreed* or *strongly disagreed* are of great interest. The first statement, that the Swedish Prison & Probation Service has a mission (Figure 9, page 71) resulted in 2.2% respondents *not knowing* or *somewhat disagreeing*. That the procedures of the Swedish Prison & Probation Service were based on predetermined values (Figure 11, page 73) resulted in 3.9% respondents *not knowing* to *strongly disagreeing*. Question five (Figure 13, page 75), that the Swedish Prison & Probation Service has a vision showed that 7.6% respondents *did not know*, *somewhat disagreed* or *strongly disagreed*. The statement (question seven, Figure 15, page 77) that the Swedish Prison & Probation Service had a purpose resulted in 6% respondents *not knowing* or *somewhat disagreeing*. 22% respondents found that they *did not know*, *somewhat disagreed* to *strongly disagreed* to the statement (question nine, Figure 17, page 79) that it was clear who was responsible for the decisions that had to be taken in their work. 16.4% respondents *did not know*, *somewhat disagreed*, or *strongly disagreed* to the statement that the work roles (who does what and how) were clear at their place of work (question 10, Figure 18, page 80). 17% of respondent *did not know*, *somewhat disagreed*, or *strongly disagreed* to the statement that the work of the Swedish Prison & Probation Service is ethically correct (Figure 20, page 82). All of these results are cause for concern. The fact that the internal education programs of the Swedish Prison & Probation Service (Kriminalvården, 2017) result in employees not knowing or strongly disagreeing with known statements available to all by searching the internet quickly, is grounds for concern.

The questions regarding whether or not the values facilitate the decisions participants had to take at their place of work raise questions on the usefulness of purposes, values, missions and the like, if they do not facilitate the people making the tough decisions every day. In particular, responses to question number two (Figure 10, page 72). 4.51% *did not know* whether or not the fact that the Swedish Prison & Probation Service had a mission, facilitated them in the decisions they had to take in their work. 2.26% *somewhat disagreed*, and 1.5% *strongly disagreed*. These are troublesome results, and deserves increased attention. A future study with more specific measures of obtaining higher participation rate would give a better picture of



the extent of the problem. It is a problem, for if the purpose of the organisation is the backbone of its existence, and if that should facilitate employees when making decisions at their place of work. Especially when that form of work often entails making touch and morally challenging decisions (Kriminalvården, 2016; Kriminalvården, 2017).

Even though there are clear job descriptions, policies and guidelines (Kriminalvården, 2016) the 22% of respondents did not agree with the statements that it was clear who was responsible for the decisions that has to be taken in their work, and that 16% did not agree that the work roles (who does what and how) were clear at their place of work. This is cause for concern but could be due to the demanding work roles and circumstances. The job is full of responsibilities, risks (for oneself and others), and obligations. When work roles are as demanding as these are, it is very important that responsibility and work roles are clear. Improvements could be made by increasing the number of emergency exercises held at the prison, aimed specifically to make clear work roles and responsibilities. Also by increasing discussions about work roles and responsibilities at collegiums.

85% of respondents agreed that work culture was strong at their place of work. Further research would be interesting to see whether the work culture is beneficial to procedures and if so, in what way.

The comments given on the questionnaire revealed a mixture of opinions. From praising the Swedish Prison & Probation Service to a sense that it does not value the experience and expertise of the employees when it comes to decision making.

Overall the respondents were in agreement that the Swedish Prison & Probation Service had the values, mission, goals, and standards it portrays, and more often than not, found that it did indeed facilitate them in the decisions they had to take at their place of work. This implies that although the implementation of the strategic management is not without its faults, it is however, effective and beneficial to employees.

In conclusion, research question number two, that the prison staff are aware of the values, visions, missions, and objectives of the Swedish Prison & Probation



Service, is confirmed. As well as the third and final research question, that the strategic management of the Swedish Prison & Probation Service makes it easier for the staff to take decisions at work.

RESEARCH CONTRIBUTIONS

The contribution of this study is considerable since there were no other similar or identical studies to be found when it came to designing the study and during literature search. Impartial research on prison matters are scarce and every study contributing to the research data is of value.

The value of this study is multiplex. First of all, it is of value to the Swedish Prison & Probation Service for it compares the strategies with their actual worth for employees. Second, it is of use to Kumla prison for it gave the employees a neutral way to express themselves on matters regarding their work. This is of great use to management, and a means for them to identify eventually problematic areas in need of further investigation, as well as areas where strategy implementation seems to be functioning. Since the Swedish Prison & Probation Service has the uniqueness of nil-visions regarding matters that concern prisoners, the opportunity emerges on whether or not to have nil-visions on matters regarding employees.

In addition, this study validates the strategic framework of Steinþórsson (2003b; Steinþórsson & Söderholm, 2002). The framework was as described. It was adaptable to a large government organization, the dimensions were interrelated and relevant to the analysis (2003b).

CRITIQUE AND IMPROVEMENTS FOR FUTURE RESEARCH

The success or failure of this study was not measured in whether or not the research questions were confirmed, but on the methods used in examining the questions. Researchers must at all times conduct themselves in a professional and impartial manner.



One important critique of this study is that the researcher worked at the Swedish Prison & Probation Service and liked it. While conducting this study she found herself struggling to be neutral, so as to not bias the findings. Confirmation bias is a risk for this study and the results should be interpreted with a critical mindset. Possible improvements for future research would be to have a team of researchers conducting these kinds of analysis. The team could consist of one expert working for the organization (for better understanding, expertise, and knowledge), a researcher (for sound research methods), and possibly an expert on strategic management. In this manner the research would benefit from all relevant expertise, and matters such as confirmation bias, insufficient research knowledge would be addressed.

The participation rate of the survey was 31%. This is relatively low (Cohen & Swerdlik, 2005), but not to the extent so as to diminish the findings (Morton et. al., 2012). For future research it could be beneficiary to offer despondence some sort of compensation for participating. It could be a free meal at the canteen, a voucher or something of value to the employees.

Due to the time restrictions of the current research statistical analysis was scarce. For future research, further statistical analysis would be interesting. For instance, if those who work in administration or management are more aware of the factors regarding strategic management than others, and if so, it would be interesting to find out why. Other factors of interest would be to examine whether or not seniority or time spent working at the organization makes a difference. Whether those that have worked at the organization know more, or less, about the values, visions and goals of the organization they work for, and how it affects the decisions they face at their place of work. If strategic management is a question of recent information, or knowledge that comes with time - or a combination of both.



EPILOGUE

This study aimed to analyze the Swedish Prison & Probation Service and compare the official information to that of the perception of the employees. It also aimed to examine whether or not they perceived it and found it beneficiary to their work. It is the opinion of the researcher that the study was successful. The research questions were answered, an analysis built on an excellent framework by Steinþórsson (2003b) was successfully conducted and the questionnaire was a success.

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APPENDIX – THE QUESTIONNAIRE

Här efter följer ett frågeformulär angående en studie av strategisk ledning vid Kriminalvården, konstruerad av Asta Lilja Bragadottir för hennes Magisters uppsats - *Strategic Analysis in the Swedish Prison Service*- vid Bifröst Universitetet på Island, handledare är Dr. Runólfur Smári Steinþórsson professor við Íslands Universitet. Det finns inga rätt och fel svar, utan är det endast frågan om er åsikt och vad ni tycker.

Det tar ungefär 5 minuter att fylla i formuläret, 17 frågor, och svaren är anonyma.

Tack för er tid.

1. Kriminalvården har ett uppdrag.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

2. Det att Kriminalvården har ett uppdrag underlättar mig i de beslut jag tar i mitt arbete.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

3. Kriminalvården arbetar utifrån förbestämda värdegrunder.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

4. Det att Kriminalvården arbetar utifrån förbestämda värdegrunder underlättar mig i de beslut jag tar i mitt arbete.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

5. Kriminalvården har en vision.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

6. Det att Kriminalvården har en vision underlättar mig i de beslut jag tar i mitt arbete.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

7. Kriminalvården har ett mål med verksamheten.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

8. Det att Kriminalvården har ett mål med verksamheten underlättar mig i de beslut jag tar i mitt arbete.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

9. Det är tydligt vem som har ansvaret för de beslut som tas i mitt arbete.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

10. Arbetsrollerna (vem ska göra vad och hur) på min arbetsplats är tydliga.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

11. Arbetskulturen är stark på min arbetsplats.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

12. Kriminalvårdens arbete är etiskt korrekt.

| | | | | |
|----------------|------------------|----------|-------------------------|-----------------------|
| Instämmer helt | Instämmer delvis | Vet inte | Tar delvis avstånd från | Tar helt avstånd från |
|----------------|------------------|----------|-------------------------|-----------------------|

13. Jag är:

| | | |
|--------|-----|-------|
| Kvinna | Man | Annat |
|--------|-----|-------|

14. Min ålder:

| | | | | | | |
|-------|-------|-------|-------|-------|-------|-----|
| 18-19 | 20-19 | 30-39 | 40-49 | 50-59 | 60-69 | 70+ |
|-------|-------|-------|-------|-------|-------|-----|

15. Jag har jobbat hos Kriminalvården, totalt, i _____ år.

16. Jag är/jobbar med

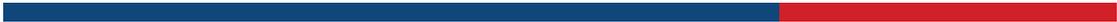
| | | | | |
|------------------------------|------------------------|-------------------------|-------------------------|--------------------------------|
| Kriminalvårdare på avdelning | Kriminalvårdsinspektör | Ledning/ Administration | Intagnas sysselsättning | Innre / Yttre säkerhetsenheten |
|------------------------------|------------------------|-------------------------|-------------------------|--------------------------------|

Annat _____

17. Här kan ni lägga till information om ni tycker att något saknas:

Om ni har några frågor angående formuläret eller studien kan ni kontakta Asta på astab15@bifrost.is.

Tack för er tid.



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