

Human Rights and the Public Security and Socio-Educational Systems

GUIDE to best **PRATICE** and lessons **LEARNED**



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PRESENTATION

In the search for the recognition of successful practices in the area of Human Rights, in intersection with the field of action of Public Security agents (federal police; federal highway police; federal railway police; civil police; military police; military firemen and municipal guards), Penitentiary and Social-Educational agents, the Ministry of Women, Family and Human Rights (MMFDH) registered the results of a study carried out with the 26 Brazilian states, their capitals, and the Federal District.

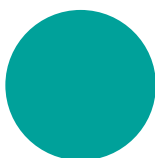
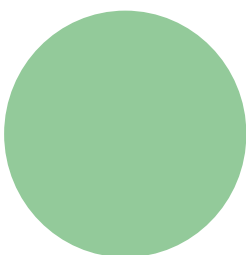
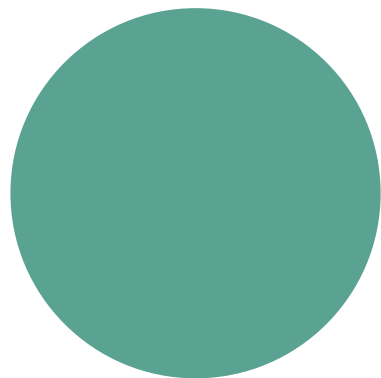
The organization of this Guide to Best Practices and Lessons Learned has the purpose of celebrating the results of these initiatives and disseminating them in order to facilitate their replication in different regions and organizations. Programs, projects, actions, campaigns, training activities, and legislative measures, implemented in recent years, that recognize and value professionals in the public security, penitentiary system, and those who work in social and educational institutions as subjects of rights and that promote the protection of life, health, freedom of expression and politics, diversity, dignity and safety at work, cultural identity, among others, in accordance with the legislation that regulates this area, were mapped.

A sensitive look at the reality of this public allowed the perception about the performance of the institutions linked to the Public Safety, Social-Educational, and Penitentiary Systems to be redimensioned. In the very first phase of the research, the quantitative data identified was expressive, and in the following phase, the qualitative data stood out, showing that the theme is present in all institutions. With greater or lesser relevance and different levels of depth, the promotion of human rights among the agents has been highlighted and the present Guide should contribute to the multiplication of practices evaluated here as successful.

It is evident that the government needs to promote the overcoming of old dichotomies. Policies need to intensify investment in proposals that promote the disruption of false antagonisms between human rights and police efficiency. A well-balanced public policy of human rights and security is capable of guaranteeing support for the agent to execute their duties without making themselves and their family physically and psychically vulnerable.

Working to ensure the necessary disruptions has been the goal of this government. Acting committed to improving the quality of life of security professionals, certain that there are solid paths to be followed. Supported by the demands that have been diagnosed for a long time, we continue to work hard to achieve the best results. In the end, what the Ministry wishes is to guide the debate about the possible relations between human rights and security practices guided by two central objectives: protect the rights of professionals, with special attention to the risks, illnesses and violations common to the activity, and overcome the professionals' resistance to the theme "human rights" through self-perception as a subject of rights and through actions of instrumentalization and education, reinforcing their role as agents that guarantee rights to the whole society.

It is always appropriate to register and to celebrate the successful results of the directive movement initiated by the Union, the states, the Federal District or the municipalities. The cooperative activity must be valued so that the men and women who dedicate themselves to promoting and maintaining the safety of Brazilians, working in all the consolidated systems, can also feel safe. Only then will all the other objectives defended by the Ministry be achieved.





1. Introduction

FIRST PART

2. A history of challenges and achievements

3. The categories of analysis of the identified and selected practices

4. International practices in Human Rights and Public Safety

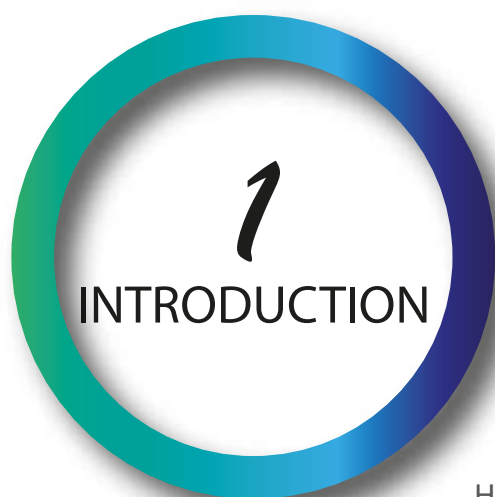
SECUND PART

5. The work done in the states, municipalities and in the Federal District

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1 INTRODUCTION

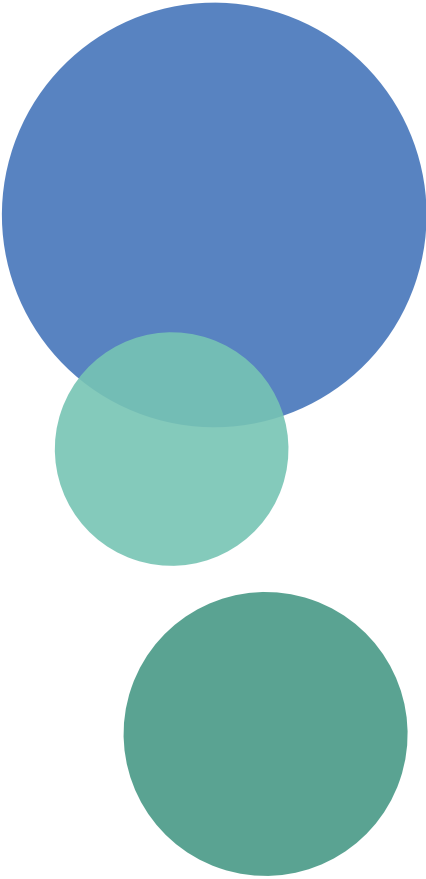
The research on the relationship between Human Rights and the Public Security, Social-Educational, and Penitentiary Systems, focusing on their agents as subjects and guarantors of rights, is of utmost importance for the construction of a democratic society. Considering that human rights are not restricted to groups – in their very essence, they have a universal character – the research started from the principle that these professional categories, in the country, see their rights as citizens and workers threatened.

However, it is already possible to notice a visible change within the organizations, in this field of public policies. Examples of best practices in citizenship, health, quality of life and relationship with the community give a glimpse of the construction of the identity of these qualified professionals as subjects of Human Rights. This change is guided by a policy established at a national level.

In 1996, the National Human Rights Program indicated the need for police reform in Brazil, recommending to all states the adoption of community policing. In 1997, the Ministry of Justice created a special commission to evaluate the Public Security System, which resulted in a document containing 33 recommendations for police reform (DHNET, s. d.). With the advent of the National Secretariat of Public Security (Senasp), the Fund and the National Plan for Public Security and Social Defense (BRASIL, 2018a), the national public policy in this area was constituted (BRASIL, 2018b). One of the main strategies, in this sense, was community involvement, within the National Community Police Program (2000).

In 2006, the National Plan for Human Rights Education (2006, p. 13) established the conceptions, principles, objectives, guidelines, and lines of action, contemplating five major axes of action: Basic Education; Higher Education; Non Formal Education; Education of Professionals in the Justice and Public Safety Systems; and Education and the Media.

The plan foresees the training of professionals of the

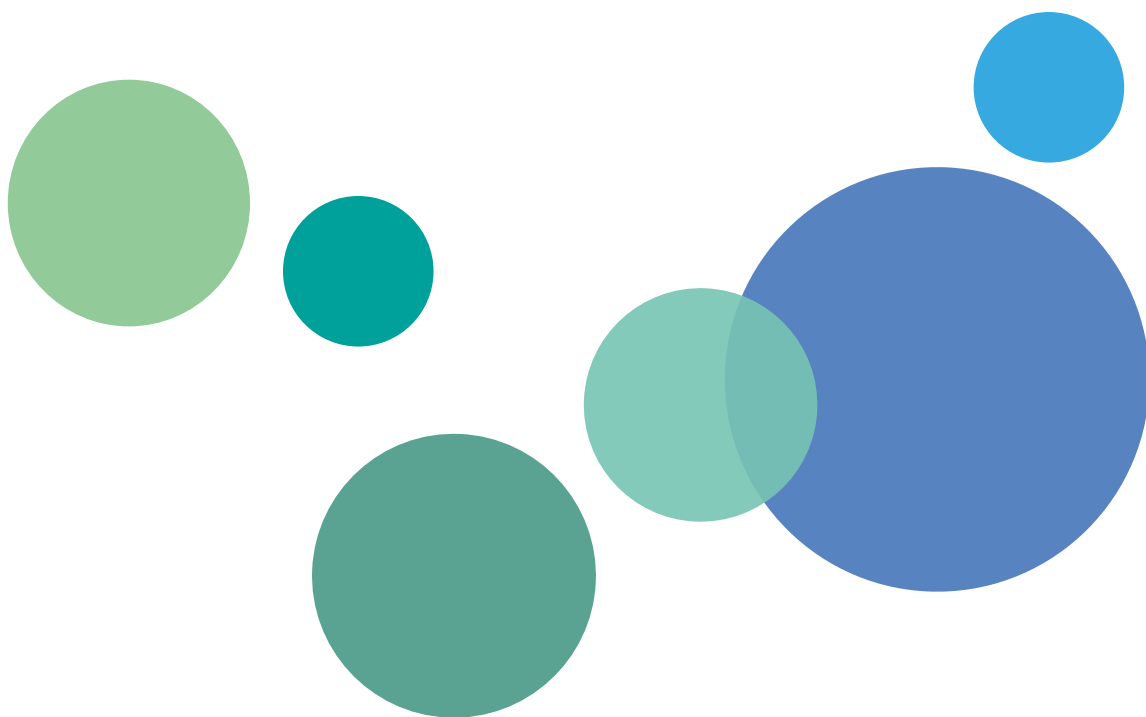


Justice and Public Safety Systems as strategic, considering their differentiated qualifications, for the consolidation of democracy. Besides the Human Rights Education for the agents, the document proposes 26 programmatic actions, among which are: sensitize authorities and managers to the importance of the theme; create disciplinary contents; strengthen the training programs in Human Rights for professionals of the Justice and Security Systems; provide adequate conditions for the ombudsmen and correctional services to become actors in the prevention of rights violations and in the educational function in Human Rights; build a database; encourage the development of programs and projects in Human Rights in prisons. Special attention should be given to programmatic action no. 26, which recommends the support and valorization of security and justice professionals, ensuring adequate working conditions and continuous training, in order to contribute to the reduction of mental disorders, preventing violations of human rights. (BRASIL, 2006, p. 52). Another advance was the approval of the National Human Rights Program (PNDH-3) by Decree n. 7037, of December 21, 2009. The document was responsible for establishing 25 guidelines to consolidate the primacy of human rights in domestic policies.

In the path of building public policies that establish relationships between Public Security and Human Rights, the National Program of Public Security with Citizenship (Pronas-ci – Programa Nacional de Segurança Pública com Cidadania), of the Ministry of Justice (BRASIL, 2017), stands out. Focused on fighting crime in the country, the project articulates security policies with social actions, prioritizing prevention, without giving up social order and public safety strategies (FORTE, 2008). Pronas-ci is composed of 94 actions involving the Union, the states, the municipalities and the community itself.

By diagnosing and registering the best practices in human rights and public security, with emphasis on security agents and socio-educational and penitentiary professionals as subjects and guarantors of rights, it will be possible to

recognize the paths already taken in the national territory and to evaluate future perspectives by identifying international practices. Refining the expressive volume of practices registered in the first phase of the research, this Guide organizes 20 initiatives in order to expand the repertoire and highlights the five best ones according to a specially created methodology. Furthermore, this guide is organized in two parts. The first part explains the course of the research, with emphasis on the categories of analysis. The methodological complements can be accessed through a QRCode indicated in the publication. It also presents the good practices identified in the international scenario. In the second part, the Guide shows the list of practices registered in Brazil and specifies a set of initiatives as a basis for the final presentation of the five best practices selected.





**FIRST
PART**



2 A trajectory of
challenges and
conquests

According to the Universal Declaration of Human Rights (1948), life, freedom of opinion and expression, work, education, culture, among others, must be guaranteed by the States, regardless of origin, cultural, political, or religious diversity. In more than 70 years of the Declaration's validity, human rights have become part of the international debate. Norberto Bobbio (1992) asserts that the high importance of the debate on this issue is related to the fact that it is linked to the two most crucial problems of our time: democracy and peace. For Carvalho Ramos (2016), the central issue is the fact that human rights refer to rights that are essential and indispensable to a life of dignity. For this reason, it is possible to consider them as values that underpin the legal order of the signatory states of the 1948 Declaration of Human Rights.

Public policies are the means by which government action coordinates efforts to achieve socially relevant objectives. As they emerge from the demands of society, they concretize, in a collective way, the social rights declared and guaranteed by law. This is the case of Public Security, inserted in Article 144 of the Federal Constitution as a duty of the State and exercised for the preservation of public order, the safety of people and property.

When thinking about Human Rights in the field of Public Security, the fundamental issue is that the values of the former underlie the organization of the latter. There is no divergence in the essence of both. However, in the last decades, we have experienced a debate about the apparent antagonism between Human Rights and the practice of those who apply the law. A conversation network has been consolidated, placing human rights defenders on the opposite side of security, penitentiary and social-educational agents, evidencing an undue antagonism between Public Security and Human Rights.

If Bobbio (1992) is right in affirming that democracy and peace are at the core of the Human Rights issue, one can affirm that Public Security is fundamental in guaranteeing these same rights. After all, security agents are the most



public manifestation of governmental authority (BAYLEY, 2001). Therefore, there is no incompatibility between the values that animate both fields.

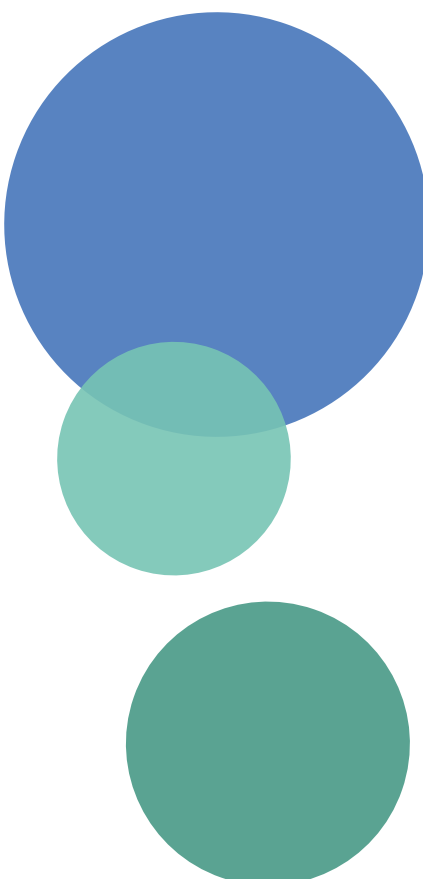
With the Federal Constitution of 1988, in its Article 1, item III, dignity was elevated to a foundation of the Federative Republic of Brazil. In the same way, the Constitution also elevated citizenship to the condition of a fundamental right. Democracy, dignity, and citizenship go together in a state that aims at a culture of peace.

In the definition of citizenship, by the Department of Human Rights and Citizenship (DEDIHC, n.d.), this relationship becomes even more evident, especially because of the breadth of the concept: to be a citizen is to have the right to life, to liberty, to property, to equality before law. From another perspective, to be a citizen is also to participate in the destiny of society, to vote, to be voted, and to have political rights.

However, still according to the definition, civil and political rights do not ensure democracy without social rights, those that ensure the individual's participation in the collective wealth: the right to education, to fair work, to health, to a peaceful old age.

Thus, the concept of contemporary citizenship is invariably linked to the idea of democracy. The exercise of the mentioned common standards as well as the respect for the ensuing duties must be integrated to the daily routine of the democratic experience. At this point, it should be emphasized that security, penitentiary, and socio-educational agents are citizens, and their *raison d'être* should be nourished by citizenship. Understanding this specialized worker as a full citizen is essential for society as a whole to receive a democratic and legalistic public security service.

Regarding the performance of security agents, for example, there have been growing demands for the transformation of the police force into "citizen police", one that participates in the community and is close to the population (BENGOCHEA et al., 2004). However, in order to act as a citizen, these professionals need to be sure that they are considered and treated as such.





3

**The analysis
categories of the
identified and
selected practices**

A fundamental part of the research methodology is the definition of the categories of analysis. For this study, particularly in Brazil, a closed grid was chosen, characterized by an a priori, or deductive, definition of the dimensions to be researched. The choice was based on the existence of previous knowledge derived from the existing normative foundation, contained in the Interministerial Ordinance SEDH/MJ No. 2 of December 15, 2010, published in the Official Gazette of the Union (DOU) on December 16, 2010. For each of the guidelines of this Ordinance there are goals established to ensure the Human Rights of Public Security professionals.

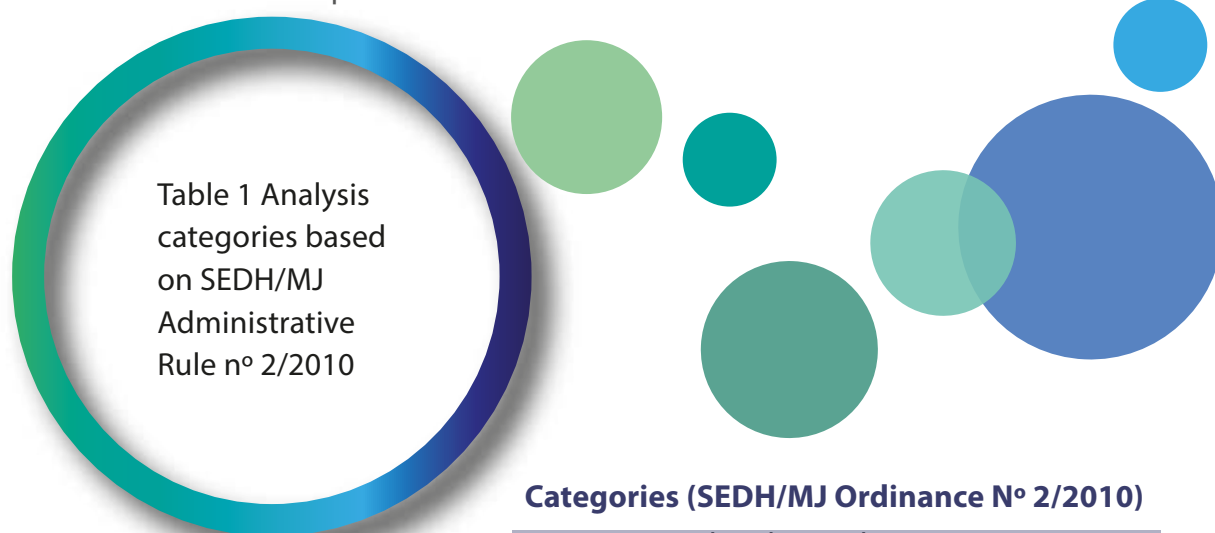


Table 1 Analysis categories based on SEDH/MJ Administrative Rule nº 2/2010

Categories (SEDH/MJ Ordinance Nº 2/2010)

- 1 Constitutional Rights and Citizen Participation
- 2 Valuing Life
- 3 Right to Diversity
- 4 Health
- 5 Rehabilitation and Reintegration
- 6 Dignity and Labor Safety
- 7 Insurance and Aid
- 8 Legal Assistance
- 9 Housing
- 10 Culture and Leisure
- 11 Education
- 12 Knowledge Production
- 13 Human Rights Education and Structures
- 14 Professional valorization

Source: Adapted by the author from SEDH/MJ Ordinance No. 2/2010.

The definition of the research sample, characterized by the choice of space and research group, was based on the understanding of Public Security as a dimension under the responsibility of the State. In this way, the research map, at the national level, was defined by three paths: (1) Of the bodies responsible for deliberating and managing the Public Security Policy; (2) Of the public instruments for instrumenting security policies; (3) Of the research institutions responsible for collecting and analyzing data on Public Security and Human Rights.

As a complementary part of the data collection, the sets of documents published by observatories dedicated to research in the fields of Public Security and Human Rights were searched, as well as other databases maintained by NGOs.

To select and order the best practices, the basic premises that define actions in public management were taken into account, with emphasis on the potential for replication and positive impact on strengthening the image of the public agent as a promoter of Human Rights.

During the identification of best practices, successful initiatives were considered (OSP, n. d.) that:

- a) They have a tangible impact on improving the quality of life;
- b) Result from partnerships between the public and private sectors, and society's organizations;
- c) Have social, economic, cultural, and environmental sustainability.

In addition to these three basic guidelines, the practices that met at least one of the 14 guidelines contained in SEDH/MJ Ordinance No. 2/2010 were taken into account.

Based on these premises, a basic scope of criteria was elaborated to classify the best practices in Public Security and Human Rights.

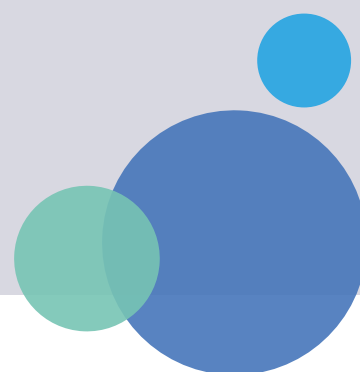


Table 2. Basic scope of criteria for classification of best practices raised in the first phase of the research, on national territoryl

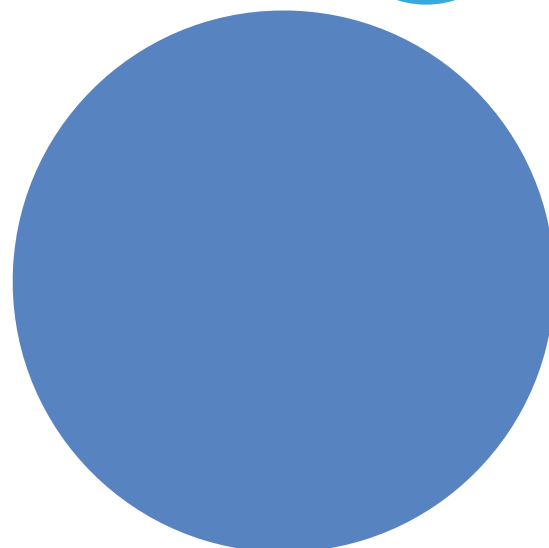
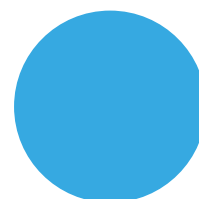
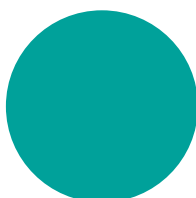
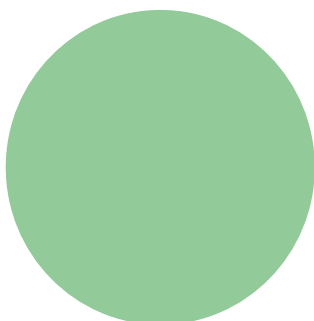
	Basic Scope of Criteria for Classification	Weight
A	Replication potential	3
B	Effectiveness of the practices in reaching the proposed objectives and goals	1
C	Increased efficiency in the execution of an existing action	1
D	Systematized practice with at least 2 years of occurrence	1
E	Demonstration of positive change in the perception of Public Security agents regarding Human Rights	2
F	Demonstration of the strengthening of the image of the Public Security agent both as a subject of Human Rights and as a promoter and guarantor of rights	3
G	Involvement and strengthening of the relationship between Public Safety agents and the community	1
H	Ability to ensure economic, social and cultural sustainability	1
I	Indication of the researcher	2

Source: Own author, 2020.

The third phase of the research contemplated the final selection of the best practices. The five selected ones went through an in-depth process with the collection of primary data and semi-structured interviews with managers and/or those directly responsible for the classified best practices.

A total of 425 practices organized in a database for the Ministry of Women, Family and Human Rights were surveyed, among them 61 in the international arena, which will be presented below.

To learn more about the methodology used in this study, access the QR Code on the right.





4

**International
Practices in Human
Rights and Public
Security**

The identification, in the international scenario, of experiences that can be replicated or inspire practices dedicated to the Brazilian Public Security, Social-Educational, and Penitentiary personnel, as subjects and guarantors of Human Rights, contributes to the advances desired by the Ministry of Women, Family, and Human Rights (MMFDH).

Sixty-one practices that fit the research's thematic scope were surveyed: 58 in 20 countries spread over five continents, and three of them carried out by international organizations.



Figure 1 - Map of Countries with practices in human rights for public security, social and education, and penitentiary agents



Source: Own author, 2020.

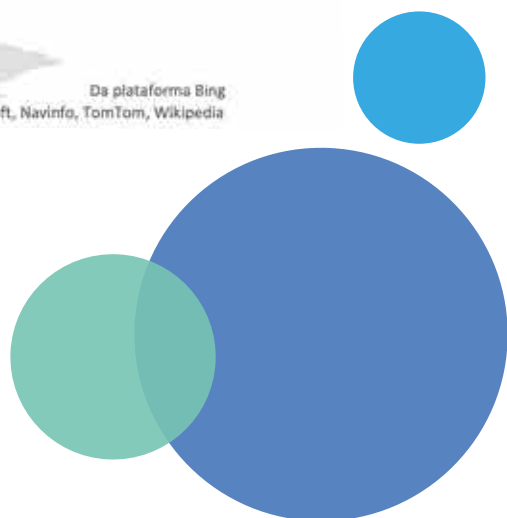
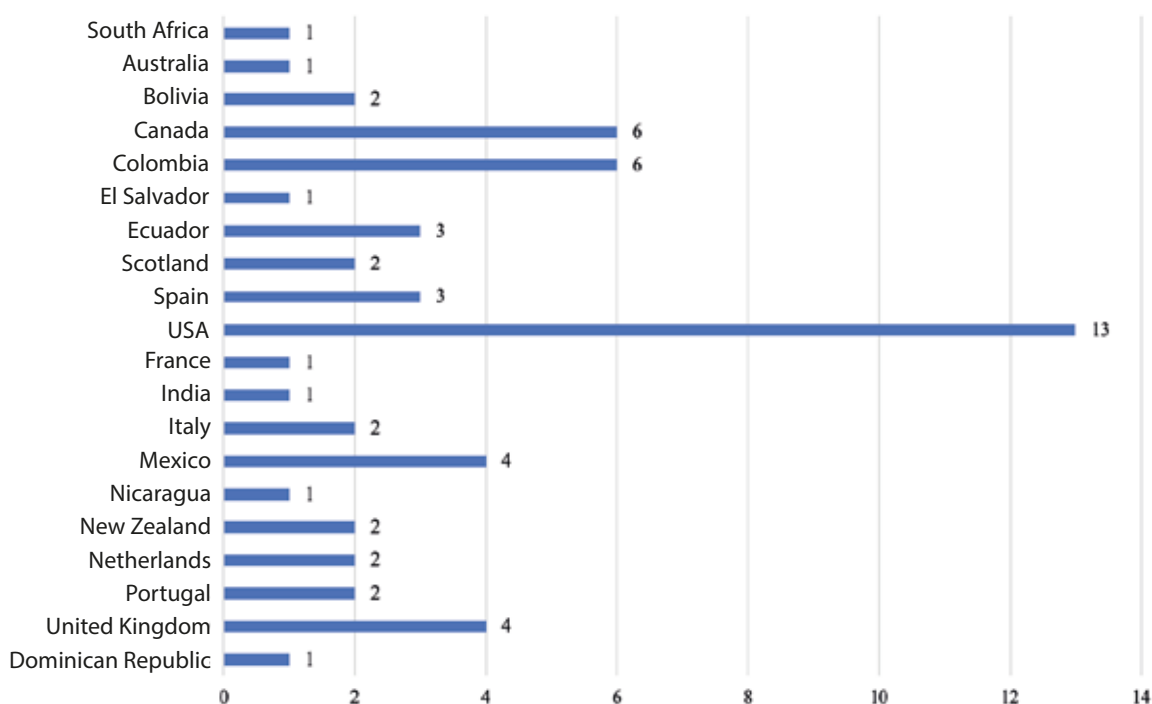


Chart 1: Practices in human rights and public security, by country, sep. 2020



Source: Own author, 2020.

When analyzing practices in the international scenario, it was observed that most of them have a transversal character: that is, they do not refer only to the theme of Human Rights, but they also touch other areas, such as Education and Health. However, in order to bring the interpretation of these actions closer to the reality of Brazilian public policies, the strategy adopted for this survey was to use the 14 National Guidelines for the Promotion and Defense of Human Rights within the Public Security sphere, contained in the Interministerial Ordinance SEDH/MJ 2/20101¹, as a filter for

the identification, organization and understanding of their relevance as examples in this area. Thus, the results showed that most of the experiences were in the fields of health of the agent (14), the right to diversity (14), and professional development (10). The others were distributed among the following categories: Structures and Education in Human Rights (5); Education (5); Constitutional Rights and Citizen Participation (3); Rehabilitation and Reintegration (3); Insurance and Aids (3); Dignity and Safety at Work (2); Legal Assistance (1); and Production of Knowledge (1).

¹Constitutional Rights and Citizen Participation; Valuing Life; Right to Diversity; Health; Rehabilitation and Reintegration; Dignity and Work Safety; Insurance and Aid; Legal Assistance; Housing; Culture and Leisure; Education; Knowledge Production; Human Rights Structures and Education; and Professional Appreciation.

Chart 4 - Practices surveyed at the international level

COUNTRY	PRACTICES
South Africa	1. South African Police Service Education Trust (SAPSET).
Australia	2. Advanced Mental Strength and Conditioning Programme (AM Strength)
Bolivia	3. Dirección Nacional de Derechos Humanos de la Policía Boliviana 4. Red de Instructores y Instructoras em Derechos Humanos de la Policía Boliviana
Canada	5. Critical Incident Reintegration Program 6. Human Rights Project Charter 7. Joint Suicide Prevention Strategy 8. Mental Health and Addictions Strategy 9. Operational Stress Injury Social Support Program (OSISS) 10. The Road to Mental Readiness (R2MR)
Colombia	11. Centro de Pensamiento Policial em Derechos Humanos y D.I.H 12. Centros de Conciliación y Mediación de la Policía Nacional de Colombia 13. Educación superior para agentes de la Policía Nacional de Colombia 14. Política de Gestión del Talento Humano y Cultura Institucional 15. Programas de Bienestar de la Policía Nacional de Colombia 16. Sistema de Gestión de la Seguridad y Salud en el Trabajo (SG-SST)
El Salvador	17. Política Institucional de Equidad e Igualdad para las Mujeres y Hombres en el Ramo de Justicia y Seguridad Pública (2018-2027)
Ecuador	18. Acuerdos con universidades nacionales e internacionales 19. Plan de Acción Integral "Tú Puedes, Tú Debes" 20. Programa de Capacitación Integral Continuo (PCIC)
Scotland	21. Scottish Prison Service Employee Wellbeing Policy 22. HELP Employee Assistance Programme
Spain	23. Consejo de Policía 24. Consejo de la Guardia Civil 25. Comité para la Igualdad Efectiva de Mujeres y de Hombres en la Guardia Civil
	26. Equal Employment Opportunity Policy 27. Law Enforcement Officer Safety Toolkit 28. Traumatic Incident Stress Management Program 29. COP2COP 30. Dog Therapy Program 31. FDNY World Trade Center Health Program
USA	30. Dog Therapy Program 31. FDNY World Trade Center Health Program 32. FOCUS Project 33. Law Enforcement Officer (LEO) Near Miss Safety Initiative 34. MDOC Employee Wellness Unit 35. Office of Professional Development and Wellness 36. Stockton Police Department Wellness Network 37. Strategic Memory Advanced Reasoning Training (SMART) and Mindfulness Program for Law Enforcement 38. Affirmative Action Plan 2019-2020
France	39. La Mission de Reconversion et de Rorientation de la Police (M2RP)
India	40. Model Police for Women in the Police in India
Italy	41. Vittime del Dovere 42. Chercioblu
Mexico	43. Programa Rector de Profesionalización 44. Unidad de Atención y Referencia Psicológica de la Secretaria de Seguridad Ciudadana de la Ciudad de México 45. Estudio sobre la situación de los derechos humanos en la Policía Nacional de México

COUNTRY	PRACTICES
Nicaragua	46. Incorporación del Enfoque de Género en la Policía Nacional de Nicaragua
New Zealand	47. Everyone Safe Every Day Strategy for 2016-2020 48. Overwatch
Netherlands	49. Dutch National Expertise Centre on Diversity (LECD) 50. Q Teams
Portugal	51. Compensação Especial por Invalidez Permanente ou Morte Decorrentes das Funções de Guarda Prisional; 52. Medidas de Favorecimento das Relações Familiares entre os Elementos do Corpo da Guarda Prisional
United Kingdom	53. Blue-Light Wellbeing Framework 54. National Police Wellbeing Service 55. The British Association of Women in Policing (BAWP) 56. Trans Guidance for the Policing Sector Toolkit
Dominican Republic	57. Plan de Humanización del Sistema Penitenciario

Source: Own author, 2020.



SOUTH AFRICA



The South African Police Service Education Trust (SAPSET) program was the highlight in South Africa in providing financial and social assistance to the children of officers who lost their lives in the line of duty. The program was implemented after the South African Police Service realized that when officers died, their children were left destitute, especially in terms of educational costs; a reality observed mainly

²The countries are arranged in alphabetical order.

among non-commissioned officers³. In practical terms, the assistance is given by means of the payment of a certain amount to the beneficiary themselves, when they are of legal age, or to the duly accredited current guardian of the child. Other types of assistance are also offered for school supplies and uniforms for

beneficiaries who do not pay for school. SAPSET⁴, through the South African Police Service's Welfare office, also provides a range of specialists (social worker, spiritual assistant or psychologist) to dependents as well as assisting graduate students in obtaining Internships Programmes or employment opportunities.

AUSTRALIA



In Australia, there is the Advanced Mental Strength and Conditioning Programme (AM Strength), whose deliberating and managing body is Her Majesty's Prison and Probation Service (HMPPS) and is developed in collaboration with the Centre for Forensic Behavioural Science at Swinburne University. Focusing on the health of prison officers, it is characterized as a psycho-educational training package that encourages participants to develop mental strength and mind/body training.

The participants are the experts themselves and they focus on personal empowerment actions. Based on Mindfulness techniques, the agent is encouraged to perform regular check-ups to maintain their state of well-being. It consists of seven two-hour training sessions and includes modules such as psychoeducation theory, response tendencies, development of individual resilience plans, and the like. The program has already had a successful pilot applied at the Port Phillip Maximum Security Prison, and it plans to expand the experience to New Zealand and Canada.

³ Low ranking police officers: such as: sergeants, sub-lieutenants, police officers and student police officers.

⁴ SAPSET acts as an independent legal entity. It is a Trust with a fund that has a Board of Trustees and a Committee of Executive Members.

⁵ Professional internship programs.

BOLIVIA



The two practices identified in Bolivia direct their efforts towards Human Rights education. The first of these is the program developed by the Dirección Nacional de Derechos Humanos de la Policía Boliviana (DNDH), linked to the General Sub-command of the Bolivian Police. Organized as a network with the International Committee of the Red Cross (ICRC), with the Ombudsman's Office, and with the Bolivian Human Rights Community, the program provides Human Rights training to the organization's professionals through courses, production of materials, and training of instructors. Among the activities developed, the following stand out: departmental courses on Human Rights Applied to the Police Function; workshops and training courses on Human Rights offered by the Inter-Institutional Cooperation Agreement between the Government Ministry, the Bolivian Police, and the Inter-

national Committee of the Red Cross; creation of an Attention Platform aimed at both the external and internal public, which allows for the exchange of didactic, methodological, and support material for Human Rights training and dissemination events.

The second Bolivian practice⁶ identified is the Red de Instructores y Instructoras en Derechos Humanos de la Policía Boliviana. Characterized as a broad cooperation involving the Swiss Agency for International Cooperation (COSUDE)⁷, the International Committee of the Red Cross, the Ombudsman's Office, and the Bolivian Human Rights Community. The network organizes national training and updating meetings for these professionals, who will work in the human rights departments of the Bolivian Police.

In 2003, the Bolivian Police began training instructors in Human Rights within its institutional framework, promoted by the International Committee of the Red Cross. In 2005, the Ombudsman's Office and the Red Cross Human Rights Community asked the National Human Rights Directorate of the Bolivian Police to strengthen the initiative.

Responding to this call, the DNDH hired the officers who were trained in previous years to give training courses

⁶ The Network is linked and operates through the Dirección Nacional de Derechos Humanos de la Policía Boliviana.

⁷ CONSUDE is a Swiss cooperation agency. It aims to reduce poverty by promoting development that conserves natural resources for future generations.

to the others and set up inter-institutional teams, with technicians from the Ombudsman's Office, the community and the Red Cross.

The Bolivian Police have invested in the continuous qualification of these instructors. The instructors' role within the institution was recognized by Resolu-

tion 0888 of August 25, 2010, which created the Bolivian Police Human Rights Instructors Network. Mechanisms to monitor these professionals have been put in place and, as of 2011, with COSUDE's support, the instructors' role in the operational units of the Police has been expanded.

CANADA



No Canadá foram identificadas seis experiências. No Canadá, seis experiências foram identificadas: quatro executadas no âmbito da segurança pública municipal e duas executadas pelas Forças Armadas. Quanto a estas últimas, embora não sejam o foco principal deste trabalho, pois estão focadas no pessoal militar das Forças Armadas, entende-se que são significativas como exemplos de ações abrangentes no campo da saúde mental.

Este é o caso do Programa de Apoio Social a Lesões por Stress Operacional (OSISS). Criado em 2001 pelo Departamento de Defesa Nacional, através dos Coordenadores de Apoio Mútuo e desenvolvido através de uma rede com o Departamento de Assuntos dos Veteranos do Canadá, o OSISS oferece cuidados não-clínicos em adição aos serviços

prestados pelas unidades de saúde mental das Forças Armadas e da Associação dos Veteranos. O OSISS oferece apoio a oficiais (reformados ou ativos) e suas famílias. Serve aqueles que sofreram algum tipo de lesão por stress operacional, incluindo sessões de escuta ativa e aconselhamento - prestadas por oficiais treinados de apoio mútuo e voluntários.

O outro programa desenvolvido pelas Forças Armadas em parceria com o Departamento de Assuntos dos Veteranos do Canadá é a Estratégia Conjunta de Prevenção do Suicídio, que surgiu em 2017 e está alinhada com o Regulamento de Prevenção do Suicídio e a Estratégia Nacional de Saúde Mental do Canadá. Os temas de suicídio e bem-estar têm sido trabalhados por estas instituições há vários anos. Construir uma estratégia conjunta representa um esforço para reunir dados, reconhecer lacunas e melhorar a prestação de serviços.

As ações que abrangem a prevenção do suicídio incluem treinamento; apoio aos desafios da vida militar em constante mudança; reabilitação, família

support, and preparation for retirement programs. As a whole, 160 initiatives are grouped into seven action lines: communication, engagement, and education; building and supporting resilience for members and veterans; connecting and empowering through family and community; accessing health support; promoting wellness in the transition to retirement; protocols and processes for managing risk and stress; and researching best practices. The Program was implemented after studies found that Canadian Armed Forces veterans were more likely to commit suicide than the rest of the same-aged male population.

As for experiences in the field of municipal public safety, Toronto is a noteworthy case. In this city, the first case of a comprehensive review of policies, procedures and practices by the police service using a human rights perspective was registered. In 2007, after several complaints related to racial issues, the Human Rights Commission required public interest strategies as part of a proposed agreement with the Toronto Police Service. Out of this movement came the Human Rights Project Charter, a project whose goal was to ensure that the principles of the Ontario Human Rights Code were absorbed into practice in the areas of governance, procedures, and police services.

The project outlined a series of rights issues and corresponding initiatives in four broad fields: public education; recruitment, selection, promotion and

retention; accountability; and apprenticeship. The initiative lasted three years, focusing on applying the concept of human rights to all aspects of the police.

Another highlight of the Toronto Police is the guarantee of the right to health for security officers, including the Mental Health and Addictions Strategy action that, since 2019, develops strategies for mental health. Of interest is that the initiative incorporates the concept of intersectionality by recognizing the interconnected nature of mental health, addictions, the social determinants of health, and issues of equity. Based on this principle, it elects some guiding commitments for the actions of the police service that each have their own corresponding actions. They are: preservation of life; leadership; cultural competence; equity and anti-racism; stigma-free environment; continuous learning; advocacy and partnerships; evaluation and transparency; accountability; supervision and reporting.

Also in Canada, now in Edmonton, Alberta, the Critical Incident Reintegration Program, created by the Police Service in 2018, was identified. The program's main goal is to provide simplified return-to-work planning for police officers and other security personnel after a critical incident. With follow-up conducted by peers, it involves interactive processes to deal with the stress coming from potentially traumatic events.

The short-term approach is usually aimed at police officers involved in a

stressful situation - such as a shooting - through strategies that include enjoying time with the family, meeting with the trainer, resigning the event, and gaining confidence. The long-term plan is aimed at police officers who have been injured, have suicidal ideation or post-traumatic stress disorder. In this case, the program is monitored by the officer's psychologist and psychiatrist, and includes confidence building through training, therapy for stressful events - such as the sound of sirens, for example - and the formation of supportive relationships with instructors.

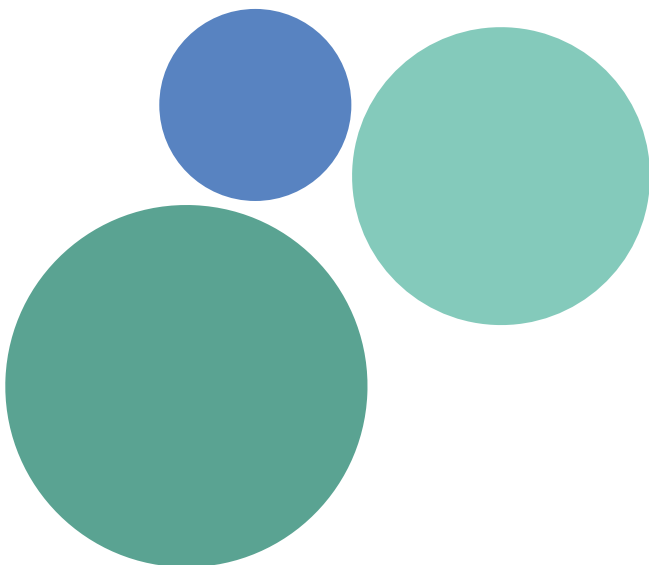
Since 2009, the Edmonton Police Service has maintained a Reintegration Team that assists officers involved in critical situations and helps officers with post-traumatic stress disorder. Other security institutions in Canada, such as the Corrections Service, have also adopted this approach.

Covering several Canadian cities since 2014, The Road to Mental Readiness (R2MR) is a training program for police officers and leaders. It was initially designed for the Canadian Armed Forces, but due to good results, it was eventually applied to local

police forces. Conducted as a network, it brings together the Mental Health Commission, the Department of National Defence (DND), and the Police Departments of the Municipalities of Vancouver, Edmonton, Peel, York, Toronto, Niagara, Ottawa, and Calgary.

R2MR was first developed by DND, which saw the need to invest in mental resilience and mental health training for soldiers in potentially stressful and traumatic operations, such as in Afghanistan, and was later adapted for police and so-called first responder units.

R2MR is differentiated by its ability to address mental health-related stigma through an education-based approach with positive contact with the security officer. It combines employed resources with a strong research-based background in DND, in which the so-called four big skills are worked on - namely: goal setting; positive inner talk; visualization/mental rehearsal; and diaphragmatic breathing. When used independently and together, these skills help in facing adverse situations, reducing stress, and increasing performance.



COLOMBIA



In Colombia, actions in the field of Higher Education and professional development stand out. The initiative of Higher Education for officers of the Colombian National Police, of the National Directorate of Schools (Dinae) of the National Police, is one of the six practices identified (all nationwide) in the scope of public security.

Created in 2009, it is recognized as a university institution by the Colombian Ministry of Education and responsible for managing the training of the organization's police force through the following faculties: Police Administration; Police Science and Education; Legal Sciences; Environmental Studies; Specialized Police Studies; Studies in Police Service; Criminal Investigation; Public Safety; and Traffic Safety.

Dinae works on several complementary fronts. Some of the most important are: The National Library System and the management of databases aimed at the police academic community; the journal *Logos, Science & Technology*, edited by

the National Police, Dinae and the Vice-Rector of Research, available online; the advisory services for the pedagogical and technological mediation of academic events; the offer of Moodle and G-Suite services to students and faculty.

Higher Education for Colombian officers operates based on the Proyecto Educativo Institucional (PEI), formulated in 2010. Of a humanistic nature, the document advocates that the bases of police education are: (i) teaching; (ii) research and (iii) social projection.

With this broad scope of action, starting in 2012, Dinae began to rely on the advice of the Centro de pensamiento policial en derechos humanos y D.I.H. (Center for Police Studies in Human Rights and International Humanitarian Law) to emphasize education in Human Rights and International Humanitarian Law in the development of police doctrine. It has 27 Human Rights Coordinations located in the Training Schools, Specialty Schools, and Instruction Centers. It also works to align academic programs with Human Rights and International Humanitarian Law.

The center operates in three areas: (i) attention to circumstances affecting human rights; (ii) assistance, advice and research on different topics of national and international interests, such as the gender approach and its forms of violence, the use of force, ethnic and multicultural approaches, culture of peace, victims'

law, transnational justice and restorative justice, international humanitarian law (post-conflict approach), analysis for conflict qualification and law applicable to populations in situations of vulnerability; (iii) promotion and dissemination of human rights at the national level.

According to the Institutional Policies Report of the Colombian National Police (2020), public confidence in police integrity was constantly questioned by the population. In order to reverse this situation, a Cultural Transformation and Institutional Improvement Plan was created in 1993. In 2005, the Human Talent Management Model was implemented based on competencies and updated in 2016 with the name Modelo de Gestión del Talento Humano y Cultura Institucional (Human Talent and Institutional Culture Management Model). In 2017, in accordance with the Institutional Modernization and Transformation Process (MTI), the Colombian National Police defined a set of strategies aimed at generating social trust and strengthening the institution's human talent.

It is in this context that the Política de Gestión del Talento Humano Y Cultura Institucional, which has adopted humanism as the basic guideline of people management of the National Police of Colombia, is consolidated, positioning "the male and the female police officer as central elements of the institution" (POLICÍA NACIONAL DA COLOMBIA, 2018, p. 64). The policy is applied by the groups responsible for Human Talent, in

the respective units, with the support of strategies that work with the following concepts: social welfare, quality of life, training, competencies, experience, professional training, job manual, competency-based management model, career plan, personnel selection and health services.

Its main strategies are:

- a) Human Talent Management Model and Institutional Culture: the National Police integrated the directions that directly affect the Police Officer's Human Talent into an organizational process focused on promoting professional development and quality of life in the work environment;
- b) Consolidation of the Organizational Culture: creation and management of institutional processes with working groups and conversation networks as the first source for structuring the organizational culture;
- c) Well-being for the policeman and his family: establishment of an Integral Family Care Model;
- d) Meeting the health needs of police officers.

In the area of police officers' welfare, the set of Welfare Programs of the National Police of Colombia was created. Through the Welfare Directorate of the National Police, projects focused on active and retired policemen who are affiliated with the agency have been implemented.

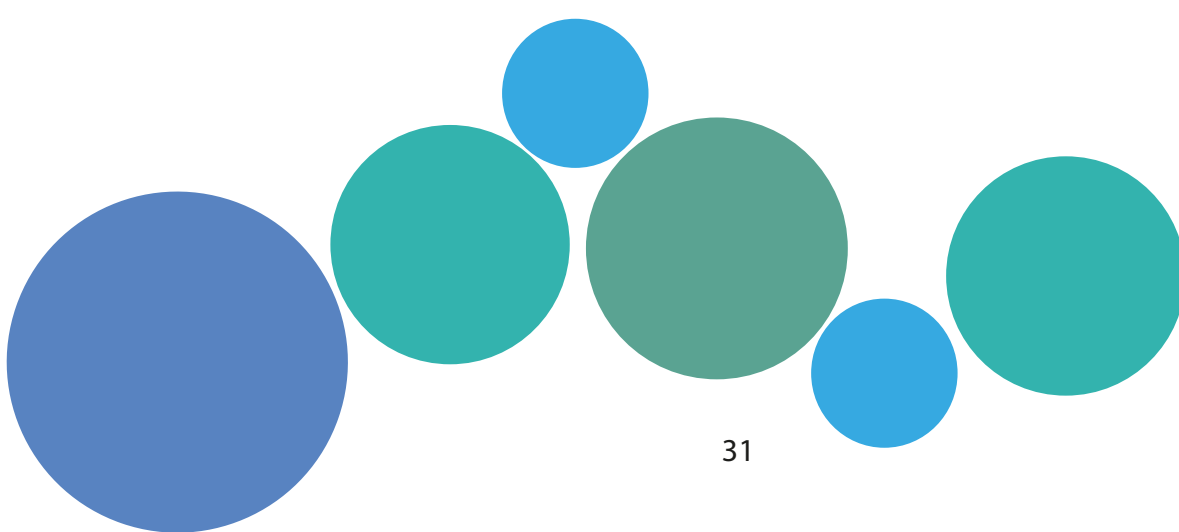
Police officers pay a membership fee

and have access to the following programs: (1) Hogares de Paso or Step Homes: offer lodging and food services to active officers, active reserve, retirees and family members who need to undergo medical treatment or hospitalization in cities such as Bogotá, Medellín, Cali and Neiva and do not reside in these cities; (2) Social Centers: located in Bogotá, they have recreation facilities such as discos, restaurants, beauty salons, among others; (3) Funeral Aid: financial aid to cover the funeral expenses of active personnel or active reserve, with an amount that varies according to the category; (4) Mutual Aid: in the event of death of the uniformed person providing aid for the mutual aid program, the management provides economic aid to the person designated in life by the contributor; (5) Housing Program Vivendas Fiscais: offering transitional housing for officers who have families, for up to two years. The rental rate is equivalent to 13% of the basic pay; (6) Colleges of the National Police for the children of the beneficiaries; (7) Biopsychosocial Support: focusing on different

age groups, it is based on courses on specific topics related to health in general; (8) Recreational and vacation centers.

Another outstanding initiative is the Sistema de Gestión de la Seguridad y Salud en el Trabajo (SG-SST) (Occupational Health and Safety Management System). Created in 2003, it is executed by the occupational health groups of the National Police units. In the context of this initiative, the Occupational and Environmental Risk Management Group was established, which encompasses the Occupational Health Program. Within the system there are specific prevention subprograms: of occupational safety and health; of occupational hygiene and safety; and of environmental management and environmental sanitation for police units.

Finally, there is the implementation of 14 units around the country of the Conciliation and Mediation Centers of the National Police of Colombia, which offer services in extramarital conciliation, cohabitation mediation, and legal and psychosocial orientation.



EL SALVADOR



The right to diversity is the basis of the Institutional Policy of Equity and Equality for Women and Men in the Justice and Public Security Branch (2018-2027). In 1998, the Policía Nacional Civil de El Salvador (PCN) participated in the 1st Meeting of Policewomen of Central America and the Caribbean, when the adopted resolution urged police organizations in the region to promote the gender approach in police functions (OAS, n.d.). Between 1998 and 2008, the National Police participated in various training courses offered by the Meeting, which allowed the introduction, in the institution's Strategic Plan 2009-2014, of a specific guideline for gender policy (OAS, n.d.). The directive for the Promotion and Development of Women had two spheres of action: operative measures concerning the organization and internal functioning and improvement of the quality of services, actions, and procedures directed to the community. The Office of the Director General of the Organization appointed a Gender Commission that was in charge of the institutional diagnosis in the area.

In 2010, the Civil Police implemented the Institutional Policy for Gender Equity

and Equality of the National Civil Police of El Salvador (2011-2021) (Agreement A-0483-03-2010, of March 25, 2010). The executing body of the policy is the Technical Unit for Monitoring and Follow-up of the Gender Policy, of the National Civilian Police of El Salvador. The general objective was to institutionalize the focus on gender equality and equity in the practices of the Civil Police, concerning its services, actions and procedures, both with respect to the community and its internal organization and operation.

The Civil Police implemented an Action Plan (2015-2017) and, in 2018 benchmarking, achieved the following results:

- 1) Flexibilization of the Workday, with special working conditions for pregnant women, nursing mothers, single mothers responsible for minors, mothers of children with disabilities, among others (Resolution 172-07-2010);
- 2) Adjustment in the police clothing buying process;
- 3) Campaign in El Salvador's Public Security Academy (ANSP in Spanish, for it stands for Academia de Seguridad Pública de El Salvador) for the entry of women into the corporation, increasing the share of women from 14.32% in 2010 to 40% in 2011.

In 2011, the Institutional Gender Equity and Equality Institutional Policy (Política Institucional de Equidad e

Igualdad de Género – PIEIG) was instituted by the Public Security Academy of El Salvador (ANSP), in a networked initiative with the Salvadoran Institute for the Development of Women (Isdemu).

The plan aims to institutionalize the approach to issues related to equity and gender equality, in the professional training of the police force and in the operation of ANSP itself. It seeks to ensure that the behavior of teaching, administrative and police staff on commission, as well as that of the institution's students, fosters relationships of equality and non-discrimination on gender grounds. Within this goal, there are several lines of action:

- 1) Work the gender perspective in police training processes;
- 2) Promote and adopt indispensable reforms in the legal framework that regulates ANSP practices, for the institution and transversalization of the gender and non-discrimination approach;
- 3) Adopt and promote institutional communication based on an inclusive language;
- 4) Raise awareness and train heads, administrative, and academic staff in gender equity and equality;
- 5) Ensure infrastructure, furniture, and equipment that meet the different needs of men and women;
- 6) Incorporate, in the Institutional System of Planning by Results (SIPLAN, in Spanish for it stands for Sistema Institucional de Planificación

por Resultados) and in the expenditures, gender criteria;

- 7) Incorporate gender equity and equality in ANSP human resource management.

This process of implementing a gender equity policy in the country's public security agencies was permeated by a set of legal and institutional changes. In the normative sphere, in 2010, El Salvador passed the "Ley Especial Integral para una Vida Libre de Violencia para las Mujeres" (Special Integral Law for a Life Free of Violence for Women), followed in 2011 by the "Ley de Igualdad, Equidad y Erradicación de la Discriminación contra las Mujeres" (Law on Equality, Equity and Eradication of Discrimination against Women).

At the institutional level, the Global Burden of Armed Violence Report showed in 2015 that El Salvador topped the list of 25 countries with the highest rates of femicide. In response, the federal government signed a Cooperation Agreement with the Asociación Organización de Mujeres Salvadoreñas por la Paz (Ormusa), in effect from 2016-2019, aimed at promoting actions at the national and local levels regarding women's rights. The association supported the technical process of designing the gender equity and equality policy of the Ministry of Justice and Public Security of El Salvador.

In 2018, the Institutional Policy of Equity and Equality for Women and Men in the Justice and Public Security Branch

(2018-2027) was instituted (Ministerial Approval Agreement 237). Its general objective is to institutionalize real equality between men and women and non-discrimination on the grounds of sex in citizen security and coexistence policies, within the practices of the Ministry of Justice and Public Security and its dependencies, instances and linked institutions. Regarding policewomen, one of the strategic axes contemplates the transformation of the institution for the respect of equality and for the eradication of violence

against women, and it has the following lines of action: "promote the transformation of culture and organizational climate for equality and nondiscrimination"; and "incorporate equality criteria in planning and management".

In the implementation methodology, the Ministry formed the Strategic Commission for Equality, a Specialized Technical Commission on Gender, and Specific Technical Commissions on Gender in the linked agencies, such as ANSP and PNC.

ECUADOR



The National Police of Ecuador, through its National Education Directorate, has used as a strategy the establishment of Agreements with National and International Universities. The policy guarantees discounts for undergraduate courses at Ecuadorian universities, as well as for master's and doctorate programs in certain areas - such as Education and Law. On the international level, the most prominent agreement is with the Center for Assistance for Higher

Studies in Ukraine and Russia (Caesur).

Specifically in the field of human rights education, the Continuous Integral Training Program (PCIC – Programa de Capacitación Integral Continuo) was developed. Established by Executive Decree 1,416 of December 10, 2008, the program consists of annual training by Human Rights instructors certified by the Ministry of Justice, Human Rights, and the International Committee of the Red Cross.

Organized by the General Directorate of Operations and the General Directorate of Education (DNE – Direção-Geral de Ensino), through its Human Rights Department, the program's contents refer to police doctrine, especially those relating to ensuring citizen security, maintaining order, and protecting the free exercise of human rights.

The institution of the program was part of a reform of the National Police

that sought to comply with the New Constitution, of 2008, and the sentences of the Inter-American Court of Human Rights to the Ecuadorian government, regarding the inclusion of Human Rights contents in police training.

PCIC is an indispensable requirement for the annual qualification of every employee of the National Police of Ecuador. The objective is to train police procedures and conduct based on national legal provisions, having as a legal and theoretical basis Human Rights, as defined in the Ecuadorian Constitution, in its article 158: "the servants of the Armed Forces and of the National Police will be trained under the foundations of democracy and human rights [...]".

As for the right to diversity, the National Police has instituted the Plan de Acción Integral "tú puedes, tú debes": a Plan of Integral Action "you can, you must". This is a plan to reduce intra-family

violence in the homes of policemen, through networking carried out by the Welfare Directorate, the Police Hospital, the Department of Intrafamily Violence (Devif), and the National Directorate of Specialized Police for Boys, Girls, and Adolescents (Dinapen).

The action consists of three phases: (i) Socialization and Psychological Evaluation, which promotes the socialization of the problem among police officers who presented pictures of intra-family violence and conversation wheels; (ii) Diagnosis, Treatment and Evaluation of the First Intervention Strategy, in which the results are delivered to the National Health Directorate of the Organization and the elaboration of the Treatment Plan for police officers involved in Intrafamily Violence is carried out; (iii) Servants' Therapy, promoted by the Interactive Brigades, composed of a psychologist and a social worker.

SCOTLAND



The Scottish Prison Service develops two practices which are highlighted in this guide. The first is the HELP Employee Assistance Programme, which involves

24/7 face-to-face counselling for Scottish Prison Service employees, as well as Scottish Government departments and agencies. Staff requiring assistance are contacted by telephone by a team ready to offer information, support and advice in the following areas: health information; on-line therapy; fitness, weight and illness; stress; finance; legal issues; family issues; substance abuse; work (career, maternity, etc.).

Another practice is the Scottish

Prison Service Employee Wellbeing Policy, encompassing managers, the human resources department, and the employees themselves, all with their respective responsibilities.

The guidelines of this policy include the following topics: alcoholism and illicit drug use; medication use; accidents at work; venereal diseases; immunizations; critical incidents; no-smoking policy; lifestyle "screening" to monitor the onset of diseases among agents; occupational health, and mental health.

The Scottish Prison Service (SPS)

works closely with the Scottish Centre for Healthy Working Lives Award (HWLA), which offers support to businesses and institutions in the country to develop wellness and quality of life programs. The HWLA has a scale, with bronze, silver and gold criteria. Institutions rise in level as they meet the requirements. The SPS facilities that are in the program are ranked in different criteria. One of the units in the gold criteria, Shotts Prison, received an award in 2013 from NHS Scotland, one of the UK's national health service systems.

SPAIN



In 2007, the Consejo de la Guardia Civil Española (Civil Guard Council) was regulated⁸. This is a collegiate body subordinate to the Ministry of the Interior, in which members of the Civil Guard Corps and the ministry's administration participate. Its purpose is to improve the professional and operational conditions of the Civil

Guard, defining the rights and duties of this body.

The Council is composed of "vocals," who are active Civil Guard employees elected to represent the members of the⁹ scale to which they belong. The candidates are registered on lists submitted by professional associations, or groups of voters, which serve as a voting instrument for the other active or reserve guards.

The body has the purpose of knowing and being heard on issues related to the management of the Civil

⁸ The Civil Guard Council is regulated by Organic Law 11/2007.

⁹ Referente à posição no quadro funcional da Guarda Civil Espanhola.

Guard's personnel, in its aspects of teaching, professional status, permits, vacations, licenses, and service regimes. In addition, it analyzes proposals and suggestions made by the Civil Guard Corps about: personnel regimen; exercise of rights and duties of the Guard members; social aspects that affect them; and safety and health issues in the performance of their duties.

Within the Civil Guard Council, there is the Civil Guard Attention Office, created in 2007. Its purpose is to provide non-binding information and guidance to the members of the Civil Guard Corps on administrative, legal, social, or professional issues that are not related to command or discipline.

Moving into the field of the right to diversity, in 2014 the Spanish Civil Guard created the *Comite para la Igualdad Efectiva de Mujeres y de Hombres en la Guardia Civil*¹⁰ (Committee for the Effective Equality of Women and Men in the Civil Guard). This is an advisory body to the Director General of the Civil Guard, whose purpose is to promote effective and real equality among members of the Civil Guard; provide up-to-date knowledge of the situation of women and men in the institution; and make recommendations on gender equality.

In 2015, the Spanish Ministry of the Interior, through the National Police, regulated the *Consejo de Policía* (Police Council).

This is also a collegiate body with democratic participation and equal composition, of the Administration of the Ministry of the Interior and representatives of the National Police. Its purpose is to determine the working conditions of police officers and to establish a means of conflict resolution. The National Police representation has 14 members¹¹, chosen from police unions, the Spanish Confederation of Police and the Federal Police Union.

Among its functions are:

- 1) conflict mediation and conciliation;
- 2) studies of proposals on union and participation rights;
- 3) participation in the establishment of conditions for the provision of employee services, such as performance evaluation, work calendar, working hours, and vacations;
- 4) formulation of actions and evaluation of consultations in matters concerning professional status, career, provisions, job classification systems, human resources planning plans and instruments; participation in the criteria for authorizing the settlement of employees' housing;
- 5) studies on the general criteria of plans and funds for training, internal promotion and improvement;
- 6) studies concerning personnel who pass to situations of "second activity" and jubilation due to injuries suffe-

¹⁰ Created by Resolution of the Director General of the Civil Guard of Spain on July 10, 2010.

¹¹ The current vocals of the Police Council were appointed by the Resolution of the Board of Elections on June 28, 2019. The elections were held on June 19, 2019.

red in service and their return to active service;

7) to establish criteria for social action; and to issue reports on disciplinary and general issues of its competence, besides those assigned by legislation.

Law 9/2015, which regulates the Council, guarantees the right of police officers to

join trade union organizations for the defense of their professional interests. The police officer may only join organizations composed exclusively of members of the National Police, and these organizations may not confederate with others that are not fully comprised of members of the National Police.

UNITED STATES



In the U.S., 13 practices were identified across the juvenile justice, correctional, and public safety systems. Two, at the national level, are worth highlighting.

The first of these is the Law Enforcement Officer (LEO) Near Miss Safety Initiative, implemented in 2013 by the Department of Justice/Police Foundation in partnership with the Office for Community Oriented Policing Services. It is characterized as a platform called Near Miss¹², which allows law enforcement officers to share their "near misses" and the lessons learned from them, increasing safety among colleagues around the country. Participation is anonymous and voluntary, done through

the project's website, providing national reach.

The other Department of Justice initiative, which is nationwide, is also a platform that brings together various tools for promoting the well-being of law enforcement officers - called the Law Enforcement Officer Safety Toolkit. Toolkit can be translated as "toolbox," meaning an arsenal of programs, training, and content from a variety of areas that are all aimed at promoting officer safety.

Through this initiative, or "toolbox," the Bureau of Justice Assistance presents the following programs:

1) Valor Initiative: aims to improve the safety and well-being of public safety officers by offering training, professional education, and research, as well as developing, providing resources, and establishing partnerships that benefit corporations and their officers. Within the Valor Initiative there are also a number of programs, most prominently the

¹² Near Miss or near miss is a situation where the security officer could have been killed or seriously injured.

Valor Office Safety and Wellness Program, dedicated to preventing injuries and fatalities for law enforcement officers and the community by improving their health and resiliency through no-cost online training packages and classes, strategic partnerships, research, and focused resources for local agencies to use in their own safety and wellness programs. Also of note is the Resilience Training Program, which provides training in resilience; and the Destination Zero Program, which identifies and shares best practices for promoting safety and wellness for public safety and correctional officers, allowing organizations to absorb and learn from them;

2) Public Safety Officer's Benefits (PSOB): provides funeral and educational assistance to the family members of a security officer killed in the line of duty, as well as financial assistance in the case of officers who have developed disabilities as a result of serious accidents;

3) Bulletproof Vest Partnership: provides funds to state, local, and other jurisdictions to purchase bulletproof equipment;

4) Additional Law Enforcement Support Efforts: brings together actions of providing funding, conducting research, sharing information, and an office acting in conflict elimination¹³.

Also at the national level, it is important to mention the FOCUS Project, developed by the Department of Defense, through the Office of Military Community and Family Policy. This large and well-established project offers resilience training for children, families, and military couples.

Its strategy includes teaching practical skills to help them overcome common challenges related to military life (such as constant change and the institution's rigid organizational culture), helping them develop strengths and strategies to improve communication and problem solving, setting goals, and creating a shared family history. It seeks, through the promotion of family integration, to also promote the health of the military members of the corporation.

At the state level, the Affirmative Action Plan 2019-2020, promoted by the Department of Juvenile Justice, in Florida, has emerged. This action plan includes statements of commitment to the principles of affirmative and equal action for employment opportunities for people with disabilities; the promotion of a work environment free of sexual harassment and other forms of discrimination; and, finally, the promotion of equal employment opportunities for all employees and applicants, regardless of race, color, sex, religion, national origin, age, disability, genetic information, or marital status.

¹³ Eliminating event conflicts is the process of determining when law enforcement officers are conducting one event in the vicinity of another at the same time: such as search warrants or undercover operations. Through advance combination, "event conflicts" can be prevented.

It also promotes wide internal and external dissemination of its precepts and provides training on Equal Employment Opportunity and Affirmative Action for newly recruited employees, either through instructor-led or online sessions. It also applies an analysis of the department's workforce by identifying under-representation. Based on this diagnosis, specific actions, goals, and timelines are established to eliminate the under-representation detected.

Also in the field of diversity, the United States prison system has a set of national statutes that address discrimination in the workplace. The U.S. Equal Employment Opportunity Commission is the national agency that enforces these laws and investigates cases of discrimination. The State of Michigan, specifically, has its own laws on the subject, such as those contained in Michigan's Persons with Disabilities Civil Rights Act and the Elliot Larsen Civil Rights Act.

It also has the Equal Employment Opportunity Policy, established in 1996 and applied by the Michigan Department of Corrections, which intends to provide equal employment opportunities for all, regardless of race, religion, color, sex, height, weight, marital status, national origin, age, or disability, with a focus on reviewing the aspects of recruitment, selection, retention, and promotion. In its scope is integrated a plan with guidelines and actions with emphasis on communication, dissemination of information, and

diagnosis of practices and policies that the Department of Corrections has committed to implement.

In addition, the Equal Employment Opportunity Office, an office responsible for reporting and overseeing allegations of discriminatory harassment and other activities, was created, with trained counselors in each prison and with locations where complaints are filed and investigations, made.

Also in the state of Michigan, wellness and professional development programs were identified that encompass all of its employees. In the case of correctional officers, the Department of Corrections has set up offices and coordinations so that its employees have access to these services, such as the Traumatic Incident Stress Management Program - a state policy that counts on a team composed of 162 professionals, of whom 1/3 are mental health specialists and the other 2/3 are peer support personnel¹⁴.

After receiving training from the International Critical Incident Stress Foundation (ICISF), the traumatic stress incident response group provides online support; individualized and group services for correctional officers who have been exposed to a traumatic stress incident. Each department has a program coordinator who is responsible for making contact and providing information in the event of a critical incident. In the case of the prison department, the

¹⁴ Eliminating event conflicts is the process of determining when law enforcement officers are conducting one event in the vicinity of another at the same time, such as search warrants or undercover operations. Through advance combination, "event conflicts" can be prevented.

Equal Employment Office assumes the coordinating role.

In addition to the aforementioned practices, the Michigan State Department of Corrections approved the MDOC Employee Wellness Unit in 2019, with implementation planned after a questionnaire was administered to correctional officers. The unit offers wellness services to employees, retirees, and family members through counseling, helping stakeholders identify strategies to address issues impacting their personal and professional lives.

Most of the practices identified in the United States, however, are in the public safety realm. Specifically regarding mental health care, it is worth reporting on the COP2COP program, created in 1998 by the Intervention Services for Police Officers in Crisis Act.

The background to its creation was due to a series of police suicides between 1996 and 1998, which led community leaders in New Jersey to advocate the need for a confidential and safe means of communication so that law enforcement professionals could talk to colleagues who could understand and provide support without judgment.

COP2COP is a crisis prevention peer support hotline networked by the Division of Mental Health Services of the New Jersey State Department of Personnel and the Department of Behavioral Assistance at Rutgers University. Its focus is suicide prevention and mental health support for police officers through the provision of peer support, clinical assessments, networking, crisis intervention, and other mental health services to officers and their families 24/7.

Over its 20 years of operation, it has become an essential program for police officers, helping to prevent more than 300 suicides and still in expansion after the terrorist attacks of September 11, 2001.

With a more restricted scope, five experiences were found, most of them in the field of public safety professionals' health. This is the case of the Office of Professional Development and Wellness, promoted by the Indianapolis City Council through the Metropolitan Police Department. The program normalizes and incorporates the importance of resiliency and mental health into the department's culture, and it also includes financial health counseling. It encompasses an array of initiatives, most notably mentoring that begins at the training academy during the first year or two of service, conducted by 144 police officers who are trained as mentors.

As to the health of the penitentiary agents, the Dallas Police Department also has a mental health program in place prior to 2016. However, in that year, the occurrence of an ambush that resulted in the deaths of civilians and police officers led to the strengthening of actions in this area and the emergence of the Strategic Memory Advanced Reasoning Training (SMART) and Mindfulness Program for Law Enforcement. This initiative was a partnership with the Center for Brain Health at the University of Dallas, Texas, and other agencies, which outlined an evidence-based program. The flagship is the Power of Mindfulness for First Responders Program, which teaches mindfulness techniques to police officers while gathering data to better understand the mental health of officers.

Classes use a variety of learning methods, including active group conversations, facilitated discussions, video, text, materials, and more. As part of the Program, SMART is a methodology for taking quick action, through developing the ability to filter verbal input and sensory data, determine meaning and action, and then use the information gathered for agile decision making.

In addition, efforts have included training in leadership and organizational culture in conjunction with the Caruth Police Institute, an Employee Support Program, and psychological services for officers. The innovation of the initiative, beyond the comprehensive scope, lies in the varied partnerships established, as well as the evidence-based strategies that underpin the mental wellness programs.

The Stockton, California Police Department, for its part, has also implemented a networked program called the Stockton Police Department Wellness Network. Formed in conjunction with the Stockton Police Officers Association, the Stockton Model is a network molded on four pillars: peer support; the Stockton Police Chaplaincy; a contracted police psychologist; and a city-sponsored Employee Assistance Program. A police manager, who also acts as workers' compensation manager, coordinates these components, and the program is always being reviewed and adjusted. The wellness culture is cultivated from the moment the agent joins the corporation; events and fitness programs have also been inserted into the action, covering wellness in a holistic way.

The following case is an example of an initiative whose feasibility combined cooperation and creativity. The stressful

condition of about 500 employees of the Albany, New York Police Department, due to understaffing, overloaded demands, and scarce resources, was the motivating element for the implementation of the Dog Therapy Program. Inspired by work with therapy dogs in hospitals, it is a pioneering program, created in 2019, that relies on a specific departmental policy and an adapter, the result of networking between Foundation for Albany Police and Fire, MVP Healthcare, a health insurance company, and an animal facility.

The action was developed to minimize tension and had a low implementation cost: the two animals in the program were donated by an institution, and the funds came from a specific police aid foundation and a health insurance company. The dogs have been trained for the police environment and have achieved international certification as therapy dogs. The impacts reported by employees and the community that come into contact with the animals in moments of tension are positive. In addition to the work atmosphere, there was an improvement in the image of the police before the community, contributing to: the reduction of stress; the promotion of mental and physical health and well-being; the enrichment of the work environment; and even with the relationship with the community, because the animals go out into the streets and interact with people.

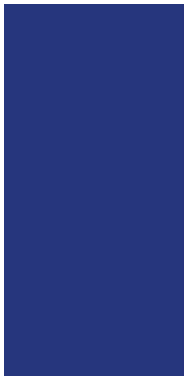
In New York City, the highlight is FDNY World Trade Center Health Program - WTC, developed by the Department of Health and Human

Services and the New York Fire Department's Office of Health Services. The WTC Health Program¹⁵ was officially launched in July 2011, replacing two previous health programs related to the 9/11 attack - the Medical Monitoring and Treatment Program and the WTC New

York Environmental Health Center Community Program.

The long-term application of the program allowed evaluations to be made on the users' health and on the effectiveness of the measures, enabling corrections and improvements in its design.

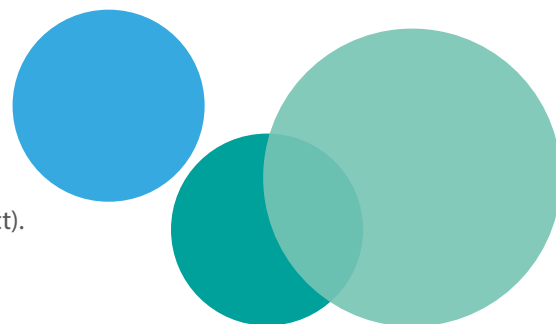
FRANCE



La Mission de Reconversion et de Reorientation de la Police – The Mission of Reconversion and Reorientation of the Police – (M2RP) is a retraining and reorientation initiative for police officers and their families, organized by the National Police Resources and Skills Directorate (DRCPN). The M2RP is composed of so-called Career Mobility Advisors (CMC), police officers who undergo specific training and work in a full-time network within the metropolis.

The Advisors have two functions: (i) to provide advice, definition, and guidance to national police officers who, through a voluntary and confidential approach, wish to implement a professional transition project for mobility or retraining, either temporary or permanent, outside the national police force, in state, territorial, hospital, or private public services; and (ii) to develop a network of local partnerships with public and private sector employers to promote the skills of national police officers and contribute to such mobility or retraining. This network of partnerships is housed in a national police intranet, the DRCPN, which offers all national police officers work options through skills acquired with public and private sector employers.

¹⁵ Legislation - Health and Compensation Act of 2010 (Zadroga Act).



INDIA



The Model Police for Women in the Police in India is developed by the Human Rights Initiative, with a specific focus on women police officers in India. This initiative sets out a plan to achieve proportional representation of women in police organizations and the creation of an enabling environment for equal and

effective participation, assuming that the issue must be addressed holistically. Its specific axes are systemic reform, recruitment, allocation and transfer, allocation of duties, promotion, training, facilities, maternity and childcare, uniforms, residential accommodation, women's police forum, and prevention of harassment in the workplace.

The Human Rights Initiative's development of this model policy¹⁶ is a response to the diagnosis that while there is an effort on the part of the Indian government to promote equity within the police - such as setting a target of 33% women in the public security forces - most initiatives are not implemented.

ITALY



Vittime del Dovero (victims of duty) is an initiative of the Ministry of the Interior, through the Department of National Security. It is an activity of solidarity dedicated specifically to police officers and other public employees¹⁷ who have died or become permanently disabled in the course of their duties.

¹⁶ This policy model has not been implemented. It was a suggestion made by the Human Rights Initiative based on the cultural, political, and institutional characteristics of India.

¹⁷ In addition to those singled out, the Ministry of the Interior plans to recognize the status of "victim of duty" for members of the State Police, the Carabinieri, the Guardia di Finanza, the State Forestry Corps, the Penitentiary Police, the Municipal Police, and members of the National Fire Brigade.

Also considered as recipients of this policy are those who have contracted some kind of illness, permanent disability, or died, on the occasion of or as a result of missions of any nature, carried out within or outside national borders. Family members of personnel who died or were injured in the line of duty are also supported with financial assistance.

As an example of networked practice, Cerchioblu is pointed out. It operates under collaboration agreements with some of the most important Italian Universities and Research Centers. It is the first project of psychological support to the Italian police and, since 2004, it has expanded its work. In 2014 it became an association¹⁸, being the only Non-Governmental Organization in Italy that deals transversally and in an interdisciplinary way with the management of critical situations in emergencies; communication during crises; social communication; stress management and psychological support for police officers and first responders; assistance to victims of traumatic events; communication of death to victims' families; police ethics; training of peer support teams in the police; and rescue and emergency organization.

As part of its structure is Osservatorio dei suicidi all'interno¹⁹ of the Forze dell'Ordine (Observatory of suicides within the

Police Forces) which drew up the first Guidelines for police officers on Sudden Death Reporting to relatives of accident victims, which were later taken as a reference for the guidelines drawn up by the State Police Administrations.

Since 2018, the Cerchioblu National Network of Psychologists has been in operation and, under central coordination, intervenes in support of administrations and police forces following critical service events (disasters, fatal accidents, suicides, attacks, among others). It offers support both to the police and rescue teams that have intervened, and to the victims and their families.

The Association has already carried out several works with regional and local public administrations such as those of Verona, Trento, Florence, among others. Among the services offered, there are courses provided by Sforge, a school that offers training in emergency management, such as training for peer support team coordinators in local police; training for local police operators on the communication of sudden death to victims' relatives; training for managing the impact of traumatic stress on local police officers; training for managing aggression suffered by social workers.

¹⁸ Cerchioblu Association also networks private organizations that operate with emergency situations and manage critical events.

¹⁹ National Observatory on Police Suicide.

MEXICO



The Executive Secretariat of Mexico's National Public Security System maintains Programa Rector de Profesionalización – Professionalization Master Program – (PRP). It is characterized as an instrument that governs the professionalization policy of the police, justice proxy, and penitentiary institutions in Mexico. It defines strategies and actions regarding initial and continuous training, which include the stages of updating and specialization.

The PRP aims to establish general policies for the professionalization of professionals in the police, justice proxy, and penitentiary system institutions. It involves a set of approved contents structured in teaching and learning didactic units that articulate the development of these workers.

Working with continuing education, the Executive Secretariat of the National Public Security System has a catalog of programs available in the PRP. There are specialization programs for security agents, refresher programs for penitentiary and socio-educational agents, and a specialization program for socio-educational agents.

In the realm of knowledge production, it is worth highlighting the Study on the Human Rights Condition of the Federal Police in Mexico, conducted by Mexico's National Commission on Human Rights (CNDH), analyzes the implementation of human rights protection initiatives for federal police officers.

CNDH is an autonomous public organ of the Mexican State, with its own management and legal personality. For some time, it was legally unable to hear police complaints against the institution and its commanders. This situation changed with the Modification of the Law of the National Human Rights Commission on June 15, 2012. In addition, the Sixth General Inspection was formed, with faculties to investigate Economic, Social, Cultural and Environmental Rights (Desca).

Since then, CNDH has acquired competence and faculties to know matters concerning human rights violations in labor issues of federal police officers. In a report published in 2019, CNDH pointed out that the increase in human rights violations by public security institutions, together with the approval of a National Strategy for Public Security and the creation of a National Guard with a civilian character, have fostered the need to deepen the diagnosis of the working conditions of federal police officers - especially with regard to their human rights, on the topics of employment, training, professionalism, social protection and working conditions.

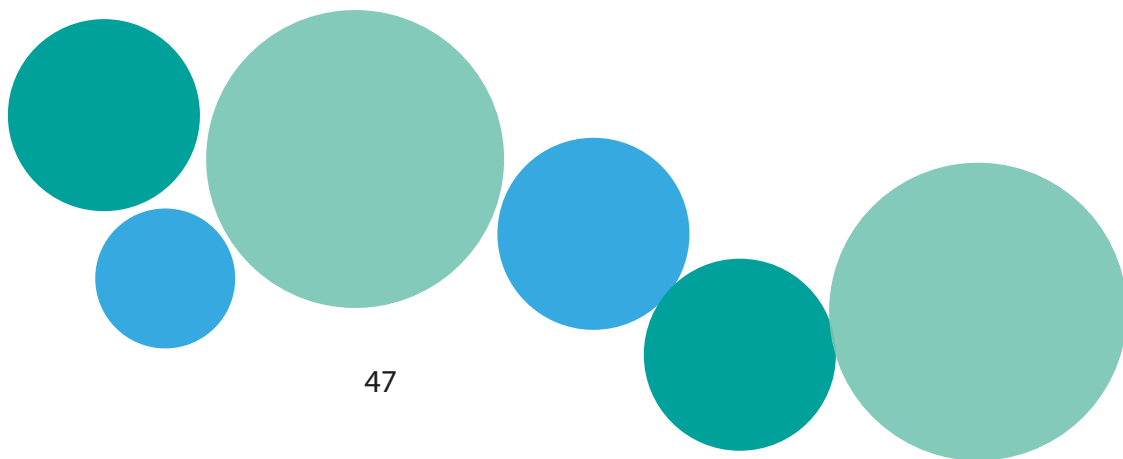
The study carried out by CNDH used as methodological approach for the research: desk and documental research; compilation of data from active police officers, with interviews and application of questionnaires about the working condition; interviews and application of questionnaires to the population about their perception regarding the police; information provided by Human Rights instructors.

The report produced covered the following topics: the Human Rights situation in the Federal Police (PF – Policía Federal), encompassing the work context, police officers' rights, work risks, and what was answered in questionnaires and/or interviews by instructors; Human Rights training that the Federal Police receives; interview with the civilian population; women in the police; results, proposals, and conclusions.

With coverage restricted to the Mexican Federal District, two practices were identified. The first is the Unidad de Atención y Referencia Psicológica de la Secretaría de Seguridad Ciudadana de la Ciudad de México (Psychological Attention and Referral Unit of the Secretariat of Citizen Security of Mexico City.), promoted by the Secretariat of Citizen

Security of Mexico City, through the Executive Directorate of Health and Social Welfare. The unit has psychologists who see to the policemen with the following services: patient-focused therapy; couples therapy; depression cases; post-traumatic stress; self-esteem and self-acceptance problems; family problems; work problems; gender violence, among others. Besides the unit, the Secretariat of Citizen Participation and Crime Prevention has 45 offices and 61 psychologists distributed in the main operational and administrative bases.

In the educational field, the Secretariat of Citizen Security maintains as a decentralized body the Policía University of Mexico City. The Higher Education Institution stands out for offering a doctorate in Citizen Security. It also has a basic course in Police Training; a Technological Baccalaureate in Public Security; five undergraduate courses (Applied Technologies for Citizen Security; Police Administration; Citizen Security; Police Law and Criminology; and Police Investigation), and two master's degrees (Citizen Security; and Accusatory Penal System and Citizen Security).



NICARAGUA



The Instituto Nicaraguense de la Mujer (INIM) was created within the structure of the Nicaraguan Family Ministry in 1987. In 1993, its organic law was approved, which established as its functions: to coordinate, formulate, promote, execute and evaluate government policies, plans, programs and projects that guarantee women's participation in the country's economic, social, cultural and political development process. As part of this process, the Policy of Incorporation of the Gender Approach to the Nicaraguan National Police was created.

In 1995, a group of policewomen proposed to the Director General of Police that he analyze the gender problem within the institution itself. In this diagnosis, three issues were identified: lack of opportunities in their respective specialties; little promotion of women to management and operational positions; lack of conditions for women to enter the police. As part of this internal movement and in response to the natio-

nal policy implemented with the INIM, the Consejo Consultivo de Género de la Policía Nacional (National Police Gender Advisory Council) was created in 1996. This structure, a year later, was expanded to the police stations and support agencies. It is worth mentioning that other ministerial units were created as a result of INIM's action: the Consejo Nacional de Género del Sistema Penitenciario Nacional (National Gender Council of the National Penitentiary System), the Comisión Nacional de Género del Poder Judicial (National Gender Commission of the Judiciary) and the gender units of the Ministry of Labor and Health, among others.

In 1997, with the help of Deutsche Gesellschaft für Technische Zusammenarbeit (GIZ), formerly GTZ²⁰, a German Technical Cooperation institution, gender workshops were held with female police officers of the institution, and the reflections were presented to the head of the National Police. The result was the approval of the norm that instituted the corporation's gender policy in the same year, through Provision 021/1997, which contemplated the following decisions:

- 1) Incorporate the gender approach into Police Doctrine, regulations and policies;

²⁰ Founded in 1975, it is an association for technical cooperation with Germany's partner countries. Its goal is capacity building, including technical, managerial and performance expertise. It supports public and private organizations.

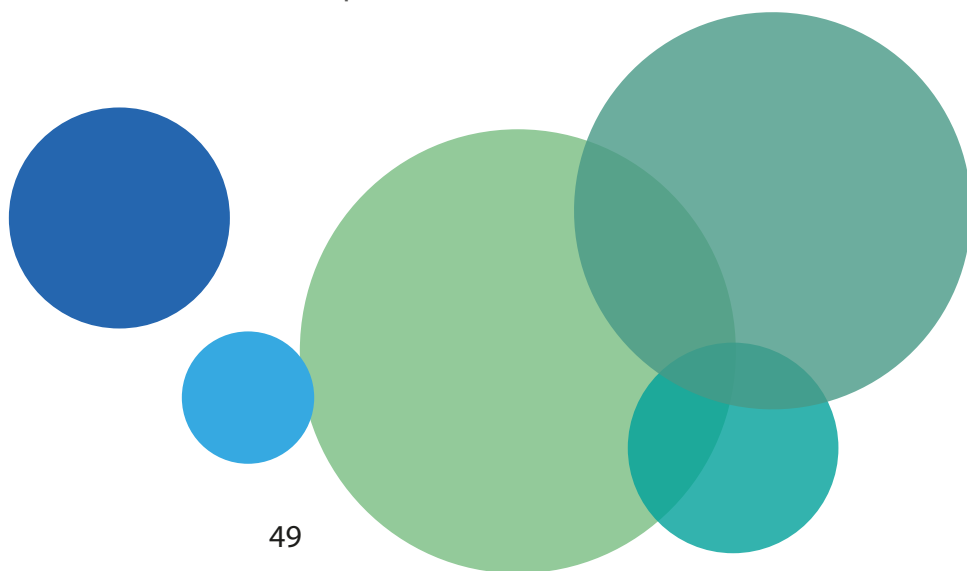
- 2) Make decisions and implement measures that are conducive to the recruitment and entry of women into the National Police;
- 3) Promote women to ascend to operative and management positions, in equal opportunities with men;
- 4) Implement actions to improve women's living and working conditions;
- 5) Create the national Department of Female Commissioners;
- 6) Assign responsibilities to key leaders for implementing these measures.

Among the actions promoted in the scope of the Gender Mainstreaming Policy for the Nicaraguan National Police, the following stand out: the creation of internal mechanisms, such as the Gender Advisory Council and the Gender Technical Advisory Council; the definition of policies for personnel selection, rotation, and promotion; the training of police officers on gender violence; the advancement in the incorporation of women to patrol jobs.

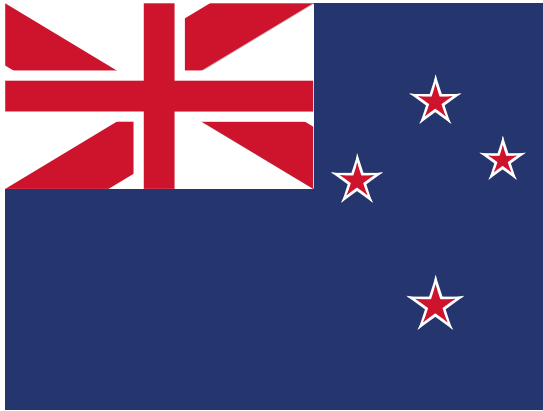
In 2014, by Law No. 872, which defines the organization, functions, career and special social security regime of the national police, gender equity was included as one of the seven doctrinal principles of the institution:

Equidad de Género (Gender Equity): To recognize and fully assume gender equality through the conviction of its necessity and rightness, incorporating it in its internal policies for selection, training and police career, rescuing the right of women to participate in all areas of the institution under equal conditions. In addition to contributing to the generation of institutional and social changes in values, attitudes, and behavior, aiming at recognizing and restoring equity between men and women and eliminating any type of discrimination based on gender. (NICARAGUA, LEY N° 872, de 26 de junio de 2014).

The Nicaraguan experience was the basis for starting a joint work in Central America, including countries such as Belize, Panama, and the Dominican Republic.



New Zealand



In New Zealand, two initiatives were selected. The first refers to the prison system. The National Department of Corrections, through Public Act 2015 N. 70 / WorkSafe New Zealand, created the Everyone Safe Every Day Strategy for 2016-2020, awarded in 2018 by the Safeguard NZ Workplace Health and Safety Awards.

Conducted in network with Regional Health, Safety and Welfare Committees and Local Health, Safety and Welfare Committees, it aims to promote, in the prison institution, a safety culture that is embedded in the processes and procedures, from the simplest to the most complex.

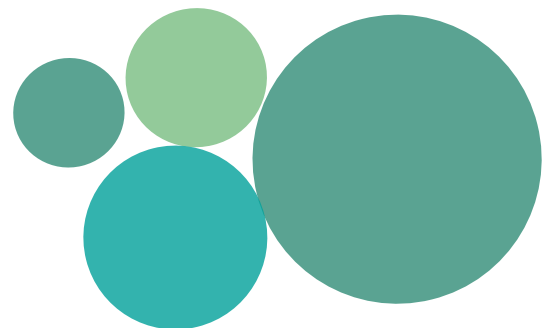
The concept of security used includes everything from the physical structures to the mental integrity of the employees. The strategy prioritizes a set of actions and projects, such as: fostering a culture of leadership and safety; equipping employees; ensuring the safety of

inmates; promoting health and well-being; and forming partnerships with public and private entities to foster this safe environment.

The second action is in the sphere of the right to diversity. In 2014, a report by the Hague Centre of Inclusive Studies named the New Zealand Armed Forces as the most inclusive in the world. This scenario justified the selection of this practice, carried out with the support of the New Zealand Department of Defense.

It is Overwatch, founded by Stuart Pearce, an officer who left the British Royal Air Force and joined the New Zealand Armed Forces. It is characterized as an organization of members of the Armed Forces who recognize themselves as Gay, Lesbian, Bisexual, Transgender, Intersex and Queer (GLBTIQ), equivalent, in Brazil, to LGBTQI²¹.

Overwatch serves as an important support mechanism for this community, in addition to disseminating information to Armed Forces leaders to better understand different sexualities and to provide support to parents and children of GLBTQI servers.



²¹ Lésbicas, Gays, Bissexuais, Transexuais, Queer, Intersexuais. (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex.)

NETHERLANDS



O Dutch National Expertise Centre on Diversity, in Dutch, Landelijke Expertise Centrum Diversiteit (LECD) was established in 2001 under the responsibilities of the National Police Force and the Police Diversity Council. Its goal is to offer support and advice to the country's police forces about diversity. The LECD's work has focused on the following themes: diversity; undesirable behavior (understood as offensive and prejudiced behavior among officers); multicultural skills; and combating discrimination.

Within the theme of diversity, the LECD promoted the development of general policy in the area; the approach to ensuring diversity within teams (focusing primarily on age structure and cultural diversity); support for national networks within the context of diversity and education; and training within the police force and Police Academy (e.g., the training course entitled *De Kracht van het Verschil* [The Power of Diversity]). It also worked on building an orientation

guide for training and supporting expert groups in the area of multicultural competencies.

As for anti-discrimination, the effort has consisted of facilitating regional consultations on the topic, applying innovative methods to stimulate people's willingness to report incidents. Such events promote uniform recording of incidents, while raising awareness and expanding knowledge around the topic and monitoring how discrimination is tackled by the units.

Another experience within the Dutch National Police Force are Q-Teams, teams responsible for initiating innovative experiments in the workplace with colleagues, citizens, or other (private) partners. The goal is to contribute to an agile and future-proof police force. "Q" is a startup within the police that originated from the bottom up; it works per unit with a small, fixed core (Q-Team), which creates a large flexible network of people around it.

With this network, "Q" collects ideas and realizes them in the form of experiments, making use of the experience, skill and creativity of the security agents. To participate, the officer must share their ideas or problems with "Q" in their unit, so that they know what is happening and can convert it into an experiment. The officer can go to the meetings to learn and develop contacts with the team, which organizes lectures, Frequently Asked Questions (FAQs), demonstrations of experiments, trade

days and the like. They can also participate in the experiments individually or with his team. You can, for example, learn to work with agile methodologies²² to solve

problems, with Design Thinking²³.

Any citizen, company, or institution that has good ideas is invited to participate.

PORTUGAL



In Portugal, the two highlighted practices are coordinated by the Direção-Geral de Reinserção e Serviços Prisionais (DGRPS) – General Directorate of Reinsertion and Prison Services –, which is the body responsible for criminal prevention, execution of sentences, social reinsertion, and management of the educational guardianship and prison systems. The first practice identified is characterized by the measures to favor family relationships among the members of the Prison Guard Corps, established in 2008, by the DGRPS. Among the actions, one highlights the relocation procedures in case of childbirth for male officers and in case of pregnancy, for female officers, as well as for

prison guards who are married to each other or who prove a stable union.

An order of the Director General of the DGRPS, in 2014, approved the inherent procedures to be adopted by the various services of the Department, effectively implementing the special compensation scheme for permanent disability or death arising from the functions of Prison Guard. This procedure met the requirements of Decree-Law No. 113/2005, which created the compensation regime for permanent disability or death applicable to members of the National Republican Guard, Public Security Police, Maritime Police, Foreigners and Borders Service, Prison Guard Corps and Forest Guard Corps. The aim of the decree is to reinforce support for the disabled or their family in the face of sudden loss of income from work due to the risks inherent in police or security activities. According to the decree, the public security and prison service systems must insert procedures for granting the benefit to their respective employees, promoting a national policy in the area.

²² They refer to project management to optimize activities and promote efficient actions.

²³ It proposes problem solving through co-creation collaborative participation in project development.



The Blue-Light Wellbeing Framework (BLWF), developed by the College of Policing²⁴ (CoP), is a self-assessment tool with a set of standards that helps corporations diagnose what they already have in terms of officer well-being and what deficiencies need to be addressed. Its proposal is to enable strategies and interventions in the field of police welfare to be based on evidence, in order to improve results. The tool emerged from the establishment of a wellbeing working group by the National Police Chief's Council (NPCC)²⁵, in 2013. The NPCC published the National Policing Vision in 2015, which is the British Police's plan for the years ahead, highlighting the impor-

tance of investing in police wellbeing. Among the categories for self-assessment of police well-being are personal resilience, mental health, leadership, absenteeism, among others²⁶.

The second practice identified in the UK is the National Police Wellbeing Service, overseen by the CoP and developed with investment from the Home Office's Police Transformation Fund, working in conjunction with the National Police Lead for Wellbeing Chief. The program, hosted on the Oscar Kilo platform, is a scheme to support and disseminate information to police forces to deploy wellbeing actions in their force, according to their local needs. The service was developed after research showed that police officers, especially those on the frontline, did not have consistent time or access to local support for their physical and mental health.

There are eight areas of activity, namely: leadership; individual resilience; peer support; psychological risk management; trauma and post-accident

²⁴ This is a professional body for police officers in England and Wales. It was responsible for setting standards for professional development, including codes of practice and regulations, to ensure consistency across police forces in England and Wales. They are also active in setting standards for the police service, training, skills and qualifications.

²⁵ It is the national coordinating body for police forces in the UK.

²⁶ The categories were developed by the COLLEGE OF POLICING.

²⁷ A weekly magazine for police officers published in the United Kingdom. It acted as a forum for sharing opinions, supporting campaigns to improve standards of policing and quality of life for police officers. It closed down in 2011.

management; wellness vans; service development; and benefits realization. Depending on the area of performance, training, workshops, and, in the case of the wellness vans, physical health checks, psychological health questionnaires, and financial health checks are offered through Police Mutual.

The UK is also home to The British Association of Women in Policing (BAWP), the only national organization to include all policewomen, supporting the diverse roles they play in the police force across the country. The BAWP aims to increase awareness and understanding of the issues affecting women in the Police Service, to build related discussions from a women's perspective; to develop a professional network of officers, both nationally and internationally, and to contribute to the professional development of its members.

The association played a key role in the development of the "Gender Agenda", adopted by the British state. It formulated a Leadership and Management Development Course specifically designed for female officers, later recognized by the CoP and absorbed into regular courses.

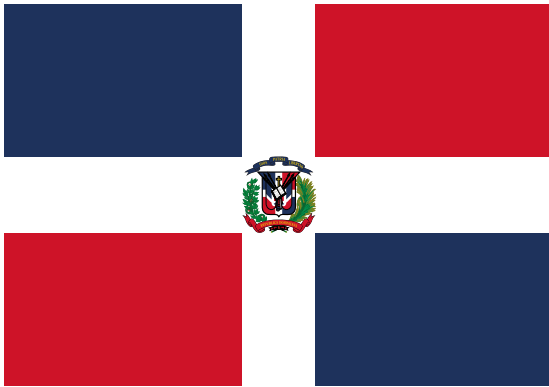
Inspired by the International Association of Women in the Police, Tina

Martin placed a letter in the Police Review²⁷, inviting police officers from across the UK to attend a lunchtime meeting in Chesterfield, Derbyshire, on March 1, 1987, and 15 women from eight forces (including two from the Ministry of Defence (MOD) Police) attended this meeting, which gave rise to the BAWP.

Also in the realm of the right to diversity, there is the Trans Guidance for the Policing Sector Toolkit, coordinated by the NPCC, through the LGBT+ Diversity, Equity and Inclusion Committee. Created in 2019, it refers to a toolkit (toolbox/manual) for transgender security officers. It consists of a set of documents consisting of Transition Overview; Transition Guidance for the Individual; Transition Guidance for the Manager; and Glossary of Terms."

The manual is intended for all those under the broad "transgender umbrella," regardless of whether or not they have transitioned. It is a document that should foster an inclusive environment in law enforcement. It also deals with terms and words and their delicate meanings in this context, serving as guidance for leaders who are unfamiliar with this universe and who may come to deal with trans employees.

DOMINICAN REPUBLIC



The Plan for the Humanization of the Penitentiary System (Plan de Humanización del Sistema Penitenciario) is under the responsibility of the Attorney General's Office and is executed by the National Directorate of Prisons. Regulated by Law nº 224 of 2004, the Plan has been recognized by the Organization of American States (OAS) and has served as a regional reference, with the implementation of a model that leads to a paradigm shift in prison management in the Dominican Republic. The objective of the plan is to change the reality of the Dominican

penitentiary centers. With its implementation, spaces for effective re-education and social reintegration will be made possible, reducing health and safety risks. The construction of new centers, the reformulation of the recruitment of agents, and the development of treatment programs are among the strategies employed.

In this scope, the reform of the penitentiary system included the construction of 22 correction and rehabilitation centers and promoted the exchange of the military and police in the penitentiaries for the so-called "penitentiary surveillance and treatment personnel", which is formed by civilians. These agents receive training at the National Penitentiary School, with a strong focus on Human Rights and democratic principles. The recruitment of these professionals was rethought to fit the new philosophy that no longer deals with penitentiaries, but with rehabilitation centers.



**SECUND
PART**

1

The work done in the states, municipalities and the Federal District

At the end of the survey, 355 practices were identified. The biggest part, equivalent to 32%, is in Health (114), followed by Education (74), Professional Valorization (41), Right to Diversity (27), Human Rights Structures and Education (21), Dignity and

Work Safety (19), Insurance and Aids (15), Valuing Life (13), Housing (10), Rehabilitation and Reintegration (6), Constitutional Rights and Citizen Participation (6), Legal Assistance (5), Culture and Leisure (2), and Production of Knowledge (2).

Chart 1
Practices by research categories in the states, capitals and Federal District, Sep. 2020



Source: Own author (2020)

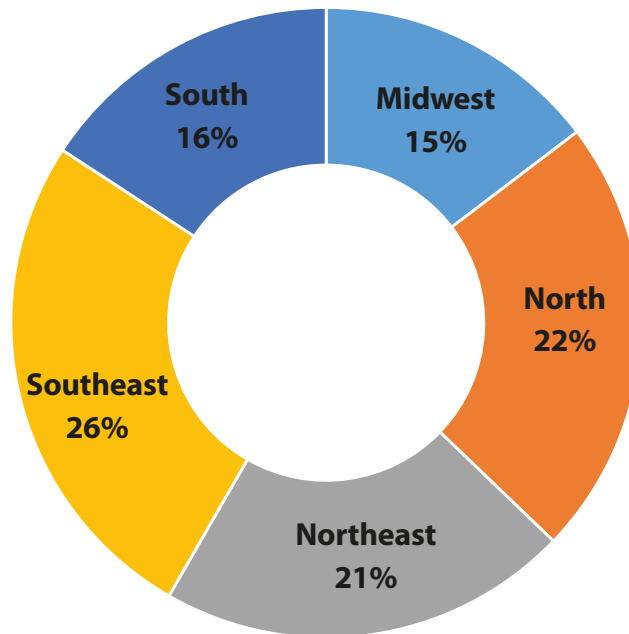
From this list of 355 practices (which does not include those related to the federal sphere), 309 are at the state level, 37 in their capitals and nine in the Federal District.

From the total, 251 are in the Public Security System, 54 in the Socio-Educational System, and 47 in the Penitentiary System. Three other practices are designated in the "others" category, since the

deliberating body is the General Public Administration and has its focus on all State employees, including public security, socio- educational, and penitentiary agents. It is necessary to highlight that some practices of the public security system also extend to the penitentiary sector, due to the organization of the responsible federative entity.

Chart 2

Percentage of practices (states, capitals and Federal District) per region in Brazil, 2020



Source: Own author (2020)

The distribution of practices by Brazilian regions was relatively balanced. The Southeast appears with 26%, totaling 92 practices. São Paulo has 38 practices, 13 of them developed in the Military Police of São Paulo (PMSP); three in the Civil Police; seven in the penitentiary system; seven in the socio-educational system; two by the Judiciary Police and the Scientific Police; and six by the Civil Guard. Rio de Janeiro has 29, with three practices in the socio-educational system; one in the penitentiary system; and 25 in public security. Minas Gerais registered 12 practices, three in the Military Police of Minas Gerais (PMMG), two in the prison system and the rest distributed among the structures linked to Public Security. Finally, Espírito Santo has 13 practices, with three in the prison system, one in the socio-educational system, and nine in the security system. The Northeast region has 75 practices (21%). Bahia has 16, followed by Ceará and Alagoas, with ten each. Piauí has eight practices; Paraíba and Pernambuco have seven each, Rio Grande do Norte and Maranhão have six practices each, and Sergipe has five. The North Region has 80 practices (22%). Pará stands out with 25, followed by

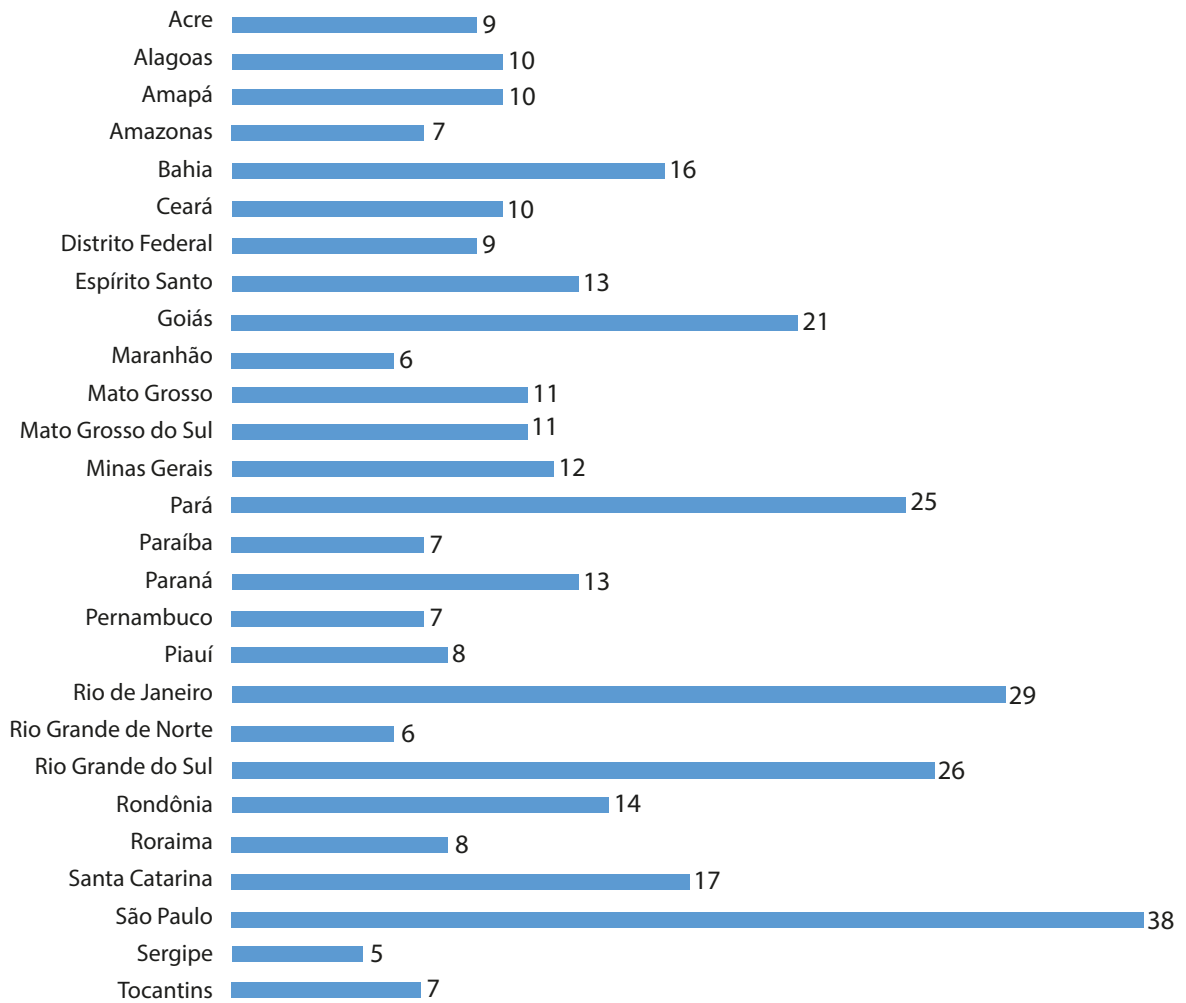
Rondônia with 14, Amapá with 10, Acre with nine, Roraima with eight, Amazonas and Tocantins with seven each. In the state of Pará, the highlight is the Military Police, with 15 practices. In Rondônia, the highlight also goes to the Military Police, with seven initiatives. Unlike these two states, in Acre, the socio-

-educative system appears with more practices - a total of five, and among them, there is the Integrated Center for Biopsychosocial Support (Ciab) of the State Department of Justice and Public Safety (Sejusp). Created in 2008 as a nucleus, it became a center in 2014 and is now part of the Integrated Public Security System (Sisp). The beneficiaries are the employees of Sisp and the Secretariat of Public Safety (Sesp); Civil Police; Military Police of the State of Acre (PMAC); Military Fire Department (CBMAC); State Traffic Department (Detran); Institute of Penitentiary Administration (Iapen); and Technical and Scientific Police Department, as well as first-degree dependents. In the case of Iapen, a specific partnership was signed with Sesp/Ciab, in 2016, to offer psychological services to the autarchy's employees and their families. In return, the Institute provides five professionals to strengthen the services provided. The Center provides mental health care, and it also offers lecture cycles with the themes of Valuing Life and Interpersonal Relationships.

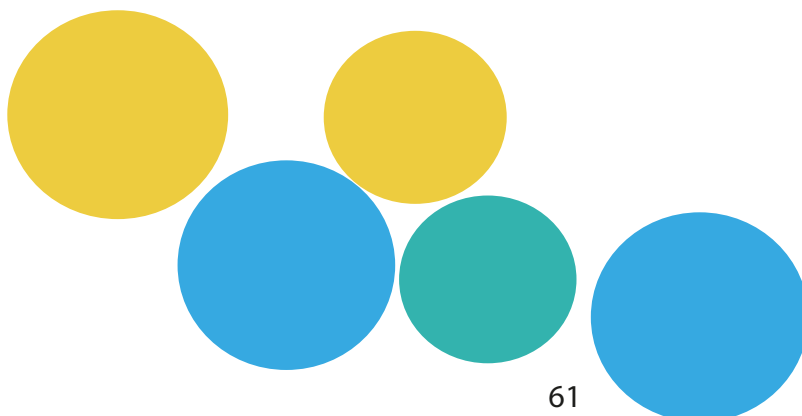
By 2017, Ciab had provided around 18,000 consultations, the most common of which were related to depression, chemical dependency, bipolar and sleep disorders, post-traumatic stress, panic syndrome, and suicidal ideation.

Servers of the Socio-Educational Institute (ISE) who need emotional support are referred to and receive care from the Center for Biopsychosocial Support. In 2019, the Center attended to 94 (ninety-four) servers of this autarchy.

Chart 3
Practices in 26 Brazilian states, 21 capitals and the Federal District, 2020



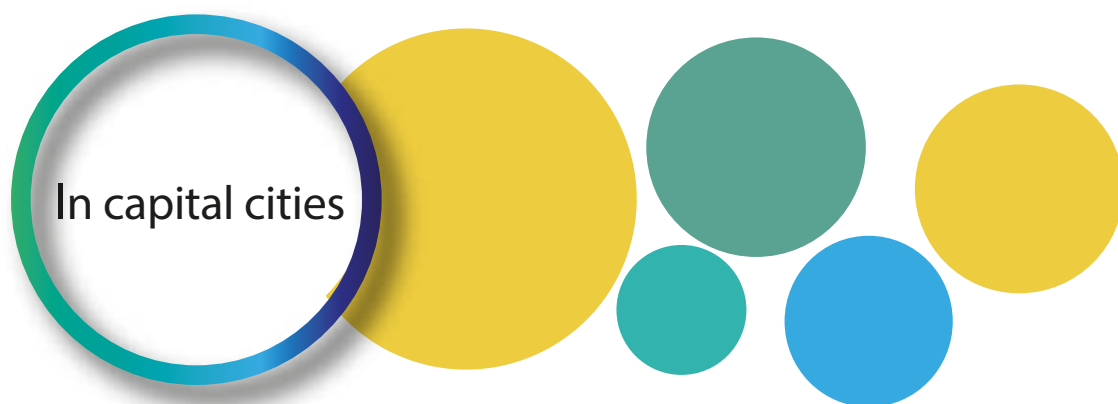
Source: Own author (2020)



In the Midwest region, with 52 practices (15%), the highlight is the state of Goiás, with 21 identified initiatives, followed by Mato Grosso and Mato Grosso do Sul, with 11 each, and the Federal District, with nine practices. In the state of Goiás, one practice is the responsibility of the Civil Guard, 15 of the public security system, two of the prison system, and three of the socio-educational system.

Finally, with 56 practices (16%), the Southern Region concentrates, in Rio Grande do Sul, 26 practices, followed by Santa Catarina, with 17, and Paraná, with 13 practices. In the case of Rio Grande do Sul state, the highlight is Fundação de Atendi-

mento Socioeducativo (Fase/RS), with 12 practices; nine are in the sphere of state public security and two in Civil Guard of Porto Alegre; three others are in the prison system. In the state of Paraná, there are four practices in the state public security system and two in the Civil Guard of Curitiba; there are three practices in the prison system and five in the socio-educational system. In Santa Catarina, 12 practices are linked to the state public security system, one in the Civil Guard of Florianópolis. The prison system has three practices, followed by the socio-educational system, with one.



Thirty-seven practices in 21 capitals have been identified. Four capitals - Rio Branco - AC, Porto Velho - RR, Cuiabá - MT and Brasília - DF - have no Municipal Guard. The highlight was the cities of São Paulo - SP and Rio de Janeiro - RJ, with six practices each. Still in the Southeast, Vitória - ES presented one initiative. In the Midwest there were two practices, one in Goiânia - GO and another in Campo Grande - MS. In the Northeast there were nine (two in Salva-

dor - BA and one each in the following capitals: Maceió - AL, Fortaleza - CE, João Pessoa - PB, Recife - PE, Teresina - PI, Natal - RN and Aracajú - SE). In the Northern region of the country, eight practices were identified in four capitals: Macapá - AP (one), Palmas - TO (two), Manaus - AM (two), Belém - PA (two) and Boa Vista - RR (one). In the South, practices were identified in Porto Alegre - RS (two), Curitiba - PR (two) and Florianópolis - SC (one).

Figura 1
21 Capitais com práticas identificadas em Direitos Humanos para agentes de segurança, 2020



Source: Own author (2020)

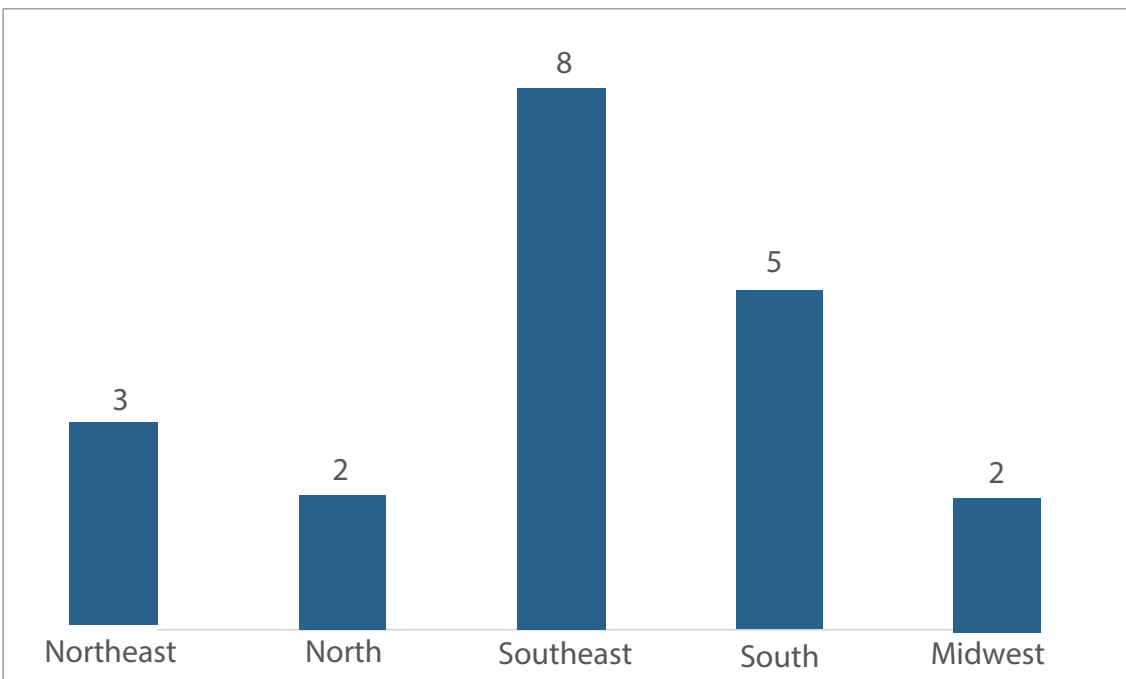
2

A set of practices as a basis for analysis

After identifying the 355 initiatives, a score was assigned to each one, according to the methodology presented in part 1 of this publication and available in QRCode. After the result of the overall ranking, a second list with the practices that totaled between 13 and 15 points (15 being the maximum score) worked as the basis for the final evaluation.

In the next stage, there was a rigorous selection, which considered the score of the first stage and the notes attributed by the managers of the public security, socio-educational, and penitentiary systems - based on the alignment of the pre-selected practices with their goals and strategies.

Chart 5
Number of pre-classified practices per region



Source: Own author (2020)

Get to know the pre-selected practices and the five finalists

Table 1

The practices with scores between 13 and 15 in alphabetical order of the state

Pratice	Region	State	State Municipal	System	Category
Crisis Management, Human Rights and Community Police Center of the Military Police of Alagoas (CGCDHPC)	Northeast	Alagoas	State	Public Safety (PM)	Human Rights Education and Structures
Human Rights training for the Civil Guard of Maceió, according to the National Curriculum Matrix	Northeast	Alagoas	Municipal	Public Safety (Civil Guard)	Human Rights Education and Structures
Center for Human Valorization of the Municipal Civil Guard (CVGCM)	Northeast	Bahia	Municipal	Public Safety (Civil Guard)	Professional valorization
Prison Management Humanization Program	Southeast	Espírito Santo	State	Penitentiary	Human Rights Education and Structures
Doctorate in Human Rights for Public Security Professionals	Midwest	Goiás	State	Public Safety (PM)	Human Rights Education and Structures
Management for the Defense of Women's Rights Military Policeman	Midwest	Mato Grosso	State	Public Safety (PM)	Right to Diversity
Code of Ethics and Discipline for the Military of Minas Gerais	Midwest	Minas Gerais	State	Public Safety (PM)	Constitutional Rights and Citizen Participation
Peace Educators Project	Southeast	Minas Gerais	State	Public Safety (PM)	Human Rights Education and Structures
SOS PM triggering app	North	Pará	State	Public Safety (PM)	Valuing Life

GUIDE to BEST practices and lessons LEARNED

Pratice	Region	State	State Municipal	System	Category
Attention to Police Officers and their families - Alerj's Commission for the Defense of Citizenship and Human Rights (CDCDH)	Southeast	Rio de Janeiro	State	Public Safety (PM)	Valuing Life
PMERJ's Commission for Analysis of Police Victimization	Southeast	Rio de Janeiro	State	Public Safety (PM)	Valuing Life
Center for Afro-Brazilian Studies (Neab) – D	Southeast	Rio de Janeiro	State	Socioeducational	Right to Diversity
Servant group attendance (Peacemaking Circles)	South	Rio Grande do Sul	State	Socioeducational	Education
Susepe Servant Service Section (SASS)	South	Rio Grande do Sul	State	Penitentiary	Health
PM Department Victim	Southeast	São Paulo	State	Public Safety (PM)	Valuing Life
Military Police Mental Health System Programs (Sismem)	Southeast	São Paulo	State	Public Safety (PM)	Health
Training in Restorative Justice and Peacemaking Circles with Servers of the Santa Catarina Socio-Educative System	South	Santa Catarina	State	Socioeducational	Valorização Profissional
Public Policy Management Coordination for Military Firefighters	South	Santa Catarina	State	Public Safety (Fire Department)	Right to Diversity
Order of Operations with Provision for Guaranteeing the Exercise of Votes to Military Firefighters on Duty	South	Santa Catarina	State	Public Safety (Fire Department)	Constitutional Rights and Citizen Participation
Esgепен Courses	North	Tocantins	State	Penitentiary	Education

Source: Own author (2020).

3

Detailing of the five finalist practices

It is worth contextualizing that there is no ranking scale among the five practices. The presentation of the chosen ones follows the alphabetical order of the initiatives' names.

Table 2 - Five selected practices

Pratice	State	System
SOS PM App	PA	Public Safety
Commission for Analysis of Police Victimization of the Military Police	RJ	Public Safety
Coordination of Policy Management for Military	SC	Public Safety
Prison Management Humanization Program	ES	Penitentiary
Susepe's Servant Service Section	RS	Penitentiary

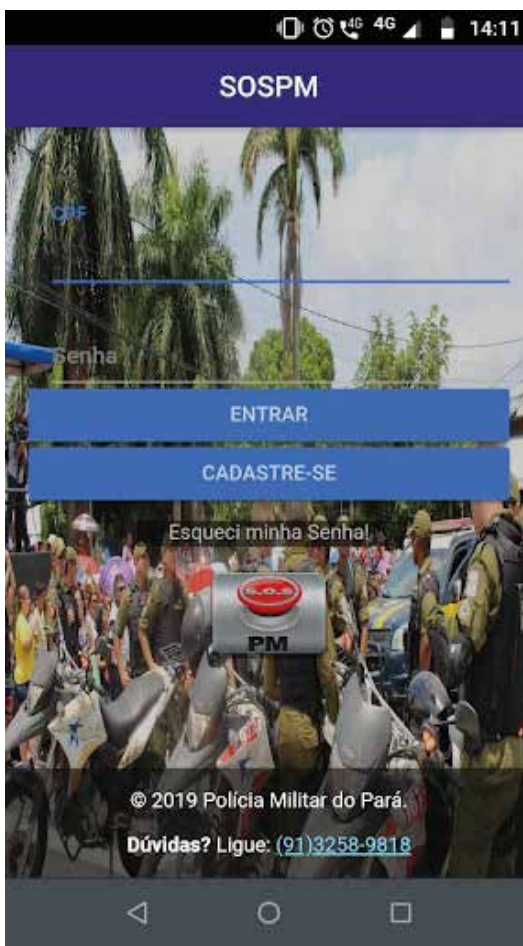
Source: Author, 2020



SOSPM App (PMPA, PA)

The SOSPM app is a self-protection tool to be used to request support in risk and emergency situations, exchange messages between police officers and the Integrated Operations Center (CIOP – Centro

Integrado de Operações), alerts and updates after the service has been opened. Its main objective is to guarantee a reduction in the response time in occurrences involving security agents.



Screenshots of the SOSPM App. Source: PMPA, SOSPM App, 2022.

The good result of SOSPM, implemented in the state of Pará, in February 2019, can be measured by the expansion of its usability and its innovative feature. It was initially designed to serve military police officers. In March 2020, a year after its launch, the app was adapted to meet another social demand: as a commemorative action for Women's Day, the Pará state government launched SOS Maria da Penha.

The idea for the SOSPM app came from the personal need of one of its developers. He was at home and needed support during the night, but could not count on the Integrated Operations Center. The policeman was assisted by other military police officers who were closer to his residence. The experience created the demand, and the SOS was developed at the Computer and Telecommunications Center (CITEL) of the Pará Military Police (PMPA), by military police officers Everton da Silva, Rogério Silva, Rogério Soares Pereira and José Nilson dos Santos.

The app has been fulfilling its mission, as stated by the General Commander of PMPA, Colonel José Dilson Melo de Souza Júnior. For him, the differential is precisely to overcome the geographical barriers and shorten the response time in a risky situation, coun-

ting on the notification not only in the Operations Center, but also for all police officers who use the tool. Whenever appropriate, the Commander repeats that "where there are two or three police officers nearby, the SOSPM can save lives".

From idea to practice, the project went through several stages. First, the app was made available in a controlled environment for two months. The team coordinating the process recognized the metrics and continued to make adjustments to it. After this period, the app was refactored¹ and released to CIOP.

Once the development and testing phases were over, PMPA's challenge became the dissemination of the app in the regional integrated centers, to gain dimension and cover the entire territory of the state.

Among the many stories recorded since SOSPM started operating, a recent one was remembered by Col. Dilson Júnior. He tells that the app "panic button" was triggered by a military policewoman who was going out on duty and was cornered; the response to the call was immediate, proving the effectiveness of the tool. "We were living in a period of attacks on Public Safety agents and the app has been helping to alleviate the situation," added the commander.

¹ Refactoring is the process of changing software in a way that does not change its external behavior and yet improves its internal structure.

Between May 2018 and May 2019, there were 5,691 downloads and nearly 5,000 police officers registered. Between February 2019 and June 2021, approximately 100 calls were recorded. The average response time, when triggered the SOSPM, has been 7 minutes, with some responses occurring in 2 minutes.

Currently, the SOSPM is in operation, integrated to the digital functional identity of the military of the state of Pará. The improvement of the tool allowed its integration with the digital military identity app (e-Identidade), as part of a series of solutions aimed at military police life. The e-Identidade app has more than 16,000 downloads as of 2022, and it reaches all active military police officers, many from the reserve, and their families.

SOSPM app Panic Button



Source: PMPA, SOSPM app, 2022.

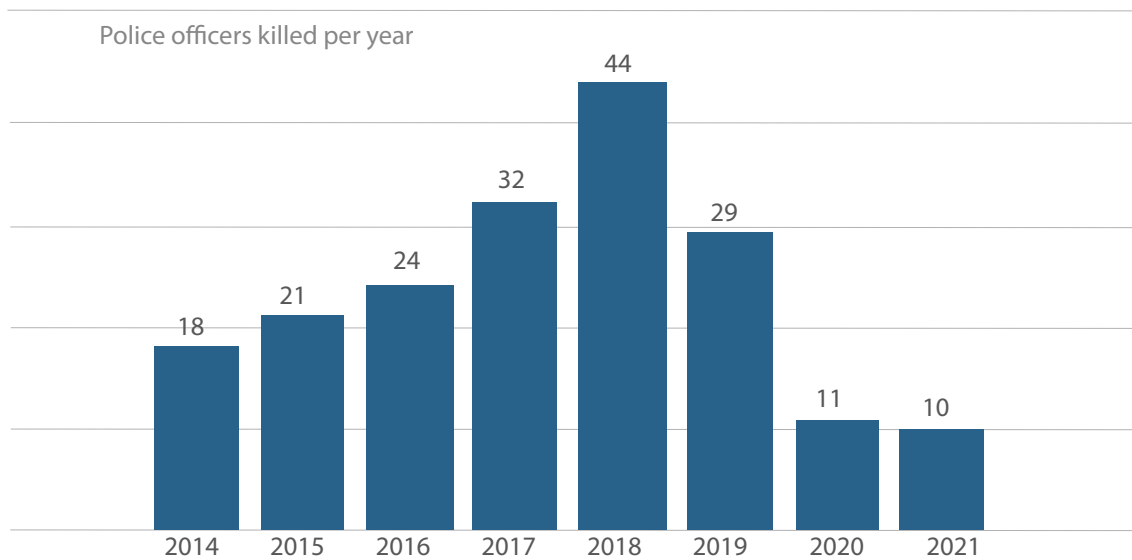


Screenshots of the app e-Identidade app with the SOSPM tool. Source: PMPA, e-Identidade app, 2022.

The decrease in the volume of calls through the SOSPM panic button, through the e-Identidade app, suggests its direct correlation with the sharp reduction in violence directed to military police officers in Pará, promoted by organizational measures that aimed to protect the troops, both on duty and in the home environment, especially the

implementation of the app itself. In 2018, in Pará, 44 military police officers were killed in intentional lethal violent crimes – a tragic situation that contributed to the creation of the app. In 2021, with the SOSPM already in operation, there were 6 fatal victims in circumstances of attacks, a 79% reduction in relation to 2018.

Chart 1. Military police officers victims of CVLI in Pará 2014-2021



Source: PMPA, CINT, 2022.

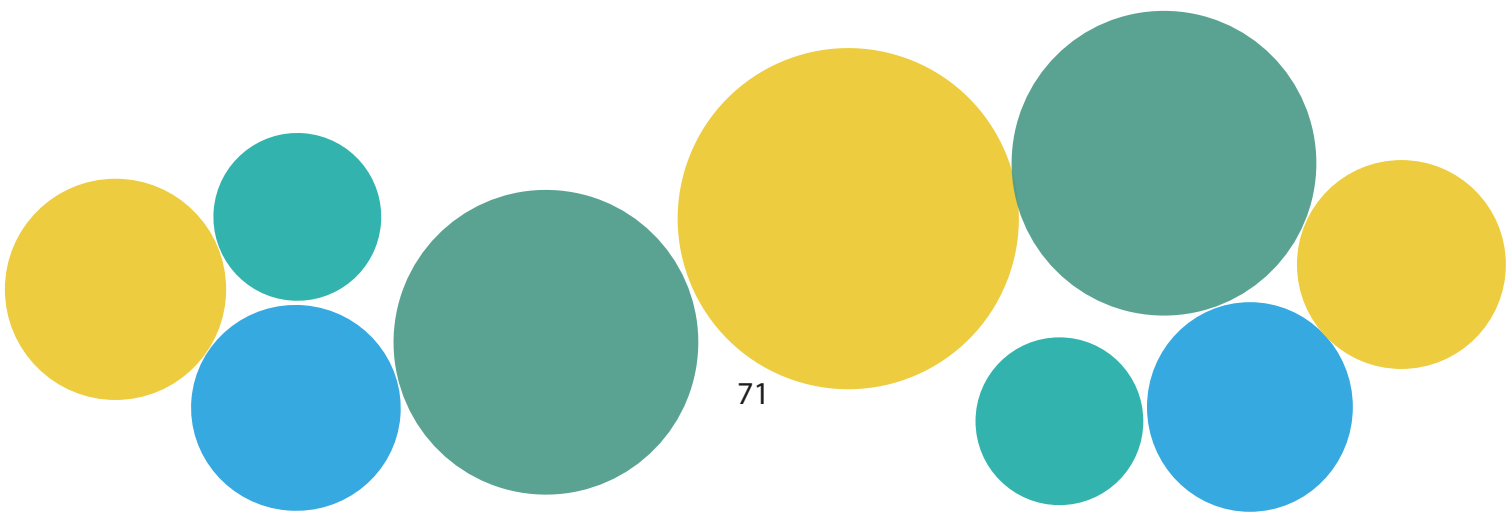
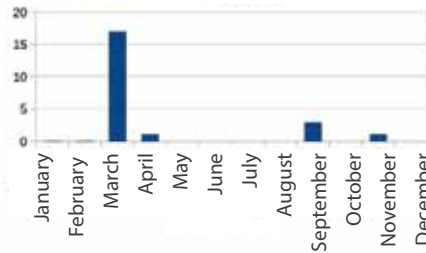


Chart 2 - SOSPM Service records

Service performed by SOSPM app – from 2018 to 2021			
YEAR	SERVICE	RESPONSE TIME	NUMBER OF RECORDS
2018	PERFORMED	3 MINUTES	22
2019	PERFORMED	4 MINUTES	159
2020	PERFORMED	3 MINUTES	22
2021	PERFORMED	3 MINUTES	10

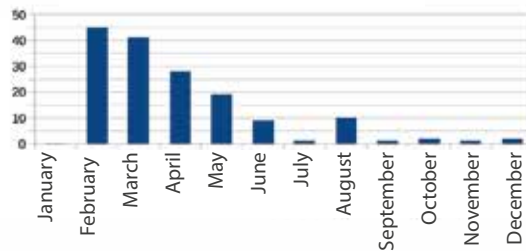
Service 2018	
January	0
February	0
March	17
April	1
May	
June	
July	
August	
September	3
October	
November	3
December	
Total	22

Service performed by SOSPM app
Year 2018



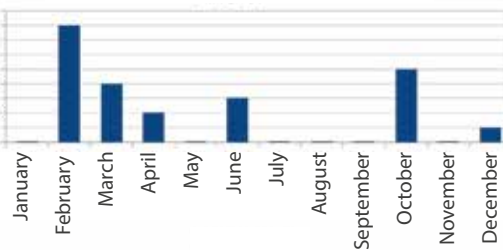
Service 2019	
January	0
February	45
March	41
April	28
May	19
June	9
July	1
August	10
September	31
October	2
November	1
December	2
Total	159

Service performed by SOSPM app
Year 2019



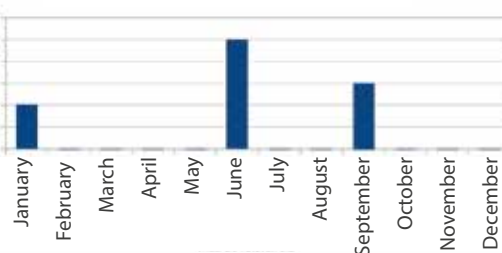
Service 2020	
January	0
February	8
March	4
April	2
May	0
June	3
July	0
August	0
September	0
October	5
November	0
December	1
Total	23

Service performed by SOSPM app
Year 2020



Service 2021	
January	2
February	0
March	0
April	0
May	0
June	5
July	0
August	0
September	3
October	0
November	0
December	0
Total	10

Service performed by SOSPM app
Year 2021



Source: PMPA, CITEL, 2022.

Costs for development and implementation

To acquire a similar app aimed at the general public, PMPA would invest about R\$ 18.99 per user, totaling approximately R\$ 436,770.00. With the institutionalization of the tool, the cost for its development and implementation was R\$7,815.40, invested in equipment. Success factors pointed out in this practice were the engagement of the development team and the rational use of competencies and skills existing in the corporation's own staff. It was the internal team's technical knowledge and their proactive approach to solving problems

that resulted in this example of success. The instrument continues to be improved, particularly in the management of information for monitoring and evaluation of the data collected. There are prospects for the development of a "counter" module to measure the calls in the system, creation of protocols for evaluating the effectiveness of responses to calls and possible adoption of an attendance form, whose objective would be to collect detailed information on the reasons that led the security agent to open a call, and on the course of the occurrence.

Service Flow

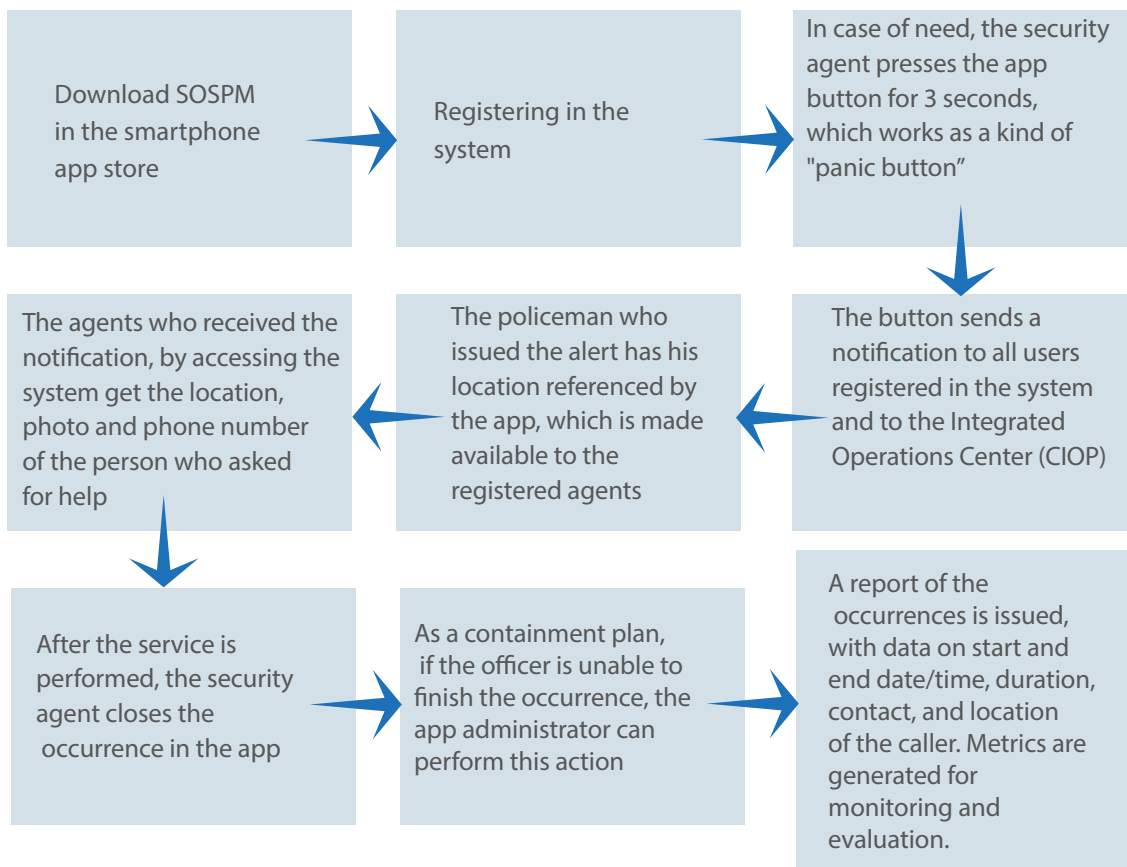


Image regarding the tool's expansion across the state and its patch of police-involved incidents



Source: SOSPM Report, SOSADMIN app, 2019.

Overview

Normative: the institutionalization of the tool occurred through a normative from the PMPA's General Commander;

Information management: the data collected are kept on the in the Android platform and are shared with PMPA's Intelligence Center, which collects the data for decision making;

User Manual: to assist the security officer in using the app, text and video tutorials are provided (<https://youtu.be/E3Ew-g5iLhI>);

Criteria for using the app: it is mandatory to be a security agent and be in the active or inactive functional framework. If the server has been excluded or licensed from the corporation, the individual will no longer have access to the app;

Link to download the app:

https://play.google.com/store/apps/details?id=io.ionic.sospm&hl=en_US.

Suggested Implementation Steps

Based on the experience with the SOSPM of the Pará's Military Police, one has built a suggestion of ways to replicate the practice.

1. TEAM FORMATION

Gather the coordinators and/or people responsible for the areas and/or departments that will be served by the app. Make a presentation with the objectives of the proposal. The idea is to share and engage all the possible beneficiaries of the app. At the end of the meeting, form a Project Coordination Team and a joint agenda for development and implementation.

2. DIAGNOSTICS

Identify the demand to be met; the target audience; the geographic coverage of the app; the response structure to the calls; the app developer partners (internal or external talents to the corporation); the sector that will be responsible for the coordination; the origin of the resources. Be sure to contact the PM of Pará to understand the process with the SOSPM developers!

3. PROJECT

With the coordinating team in place and the diagnosis ready, prepare a basic project to be presented to the command of the corporation, or the responsible body. Elements of the project: (1) Presentation and justification of the importance; (2) Objectives; (3) Stages of development, deployment and testing; (4) Schedule and action plan with responsible parties; (5) IT equipment needed; (6) Human resources needed; (7) Budget.

4. DEVELOPMENT

This is the time to sketch the app (design and features). The language and technologies must be selected. The development of the app prototype can be done with external partners or with the IT and Telecommunications Center of the corporation itself. The experience of Pará shows that high quality in geolocation, real time, push notification, encryption, and exclusive communication channel should be prioritized in the development.

5. TEST

Make the app available in a controlled environment for at least two months. Choose a group of servers, or a department, that can organize reports with feedback on the problems presented by the app and suggestions for improvements. The project coordinating team should observe and analyze the metrics and usability and acceptability issues identified, making the necessary adjustments.

6. REFRIGERATION

With all the data collected during testing, it is up to the technical team to perform refactoring. This is the process of changing the app so that it does not change its external behavior, improves its internal structure, and is ready for availability.

7. COMMUNICATION PLAN

One of the challenges in implementing SOSPM is its dissemination, with the purpose of serving the entire territory of your state. Therefore, developing a communication plan that explains the problem the app intends to solve, how to use it, and what its benefits are is fundamental! Develop awareness texts and simple guidelines (such as video tutorials), and make sure that all the integrated centers of the corporation in the state know about the app and promote it to their employees. Experience indicates the relevance of providing face-to-face or online training to make its use more effective.

8. INSTITUTIONALIZATION

The institutionalization of the app occurs with a normative from the General Commander, from which the tool is released to the Integrated Operations Center, which will be responsible for coordinating its actions.

9. MONITORAMENTO E AVALIAÇÃO

It is important that the Integrated Operations Center develops a Monitoring and Evaluation Plan for the SOSPM. The systematic collection of data, as well as usability feedback, generates learning material and technology improvement. With the analysis of this information, it is possible to evaluate the impact of the action on the quality of life and work of the public servants.

Photo: Military Police officers in operation / PMPA Archives, 2020.




 PMERJ, RJ

Police Victimization Analysis Commission of PMERJ (RJ)

The Commission for the Analysis of Police Victimization of the Military Police of Rio de Janeiro (PMERJ), created in 2016, with publication in the PM's Internal Bulletin, aims to develop guidelines for its area of action, based on research and data analysis. Since its foundation, the Commission has generated a movement of engagement and awareness around valuing the life of military police officers. Its consolidation is the result of a diagnosis of the corpo-

ration's reality, systematized over the past 27 years, conducted throughout this period by PM Colonel Fábio R. B. Cajueiro. Later, in 2017, the Commission was formalized, consisting of eight men and nine women, among whom, six are colonels, one lieutenant colonel, four majors, one captain, one sub-lieutenant, and four corporals. The choice was, ideally, for the connection of the topic with the following positions or functions:

- Director of the Directorate General of Personnel (DGP);
- Director of the Social Assistance Directory (DAS);
- Director of the Veterans and Pensioners Directory (DVP);
- Chief of the 1st Section of the General Staff (EMG - PM/1), which deals with Personnel;
- Coordinator of Specialized Coordination in Information Technology and Communication (CETIC);
- Coordinator of the Intelligence Coordination (IC);
- Coordinator of the Social Communication Coordination (CCOMSOC);
- Director of the General Directorate of Health (DGS);
- Commander of GESAR (Grupamento Especial de Salvamento e Ações de Resgate);
- Director General of Logistics Support (DGAL);
- Director of the Military Police Central Hospital (HCPM);
- Head of the Central Core of Psychology (NUCEPSI);
- Chief of the Center for Specialized Instruction in Armament and Shooting (CIEAT);
- Coordinator of CAEs (Coordination of Strategic Affairs);
- Commander of the Shock Police Battalion (BPChq);
- Commander of the Special Police Operations Battalion (BOPE);
- Commander of the Aeromobile Operations Group (GAM).

It is worth mentioning that the presidency of the Victimization Analysis Commission of PMERJ fell to PM Cel. Cajueiro, then Coordinator of CETIC, for his technical profile, for being in the last post, for being the creator of the study of deaths, injuries and casualties in PMERJ over decades, and for being a seeker of truth, regardless of political issues.

Sometime after the institutionalization of the commission, a schedule of meetings was established, with the support of the Directorate of Social Assistance of PMERJ. Partnerships were established with volunteers, sensitization of the troop, officers and citizens. A few years later, Heroes of Rio de Janeiro Charity Association (Associação Beneficente Heróis do Rio de Janeiro – ABHRJ), was created, with no remuneration for its members. With the organized structure, the work of collecting data and testimonials, and of visiting injured police officers, orphans and widows was improved. Through ABHRJ, a work of valorization and recognition of military police officers who have been affected by traumatic events is also carried out. The Association meets the demands of the seriously injured, orphans, widows, children with special needs who sometimes need wheelchairs, geriatric diapers, probes,

dressings, special glasses, guidance in administrative and judicial processes, among other demands. When cases requiring medical or psychological follow-up are identified, they are referred to the Social Assistance Board and/or the General Health Board.

A fundamental part of the Commission's activities is research and data analysis. This work has revealed that the situation of deaths and injuries of military police officers in Rio de Janeiro is more serious than common sense would suggest. According to Colonel Cajueiro, the way of accounting for the occurrences considered only those officers on duty, that is, who are in uniform and armed at the time of the confrontations. The commission adopted the North American methodology for data collection, which considers non-natural deaths of police officers. With this research protocol, the data obtained made it possible to visualize a more realistic scenario about the situation of PMERJ casualties in the 27 years between 1994 and 2020². In the table, it is possible to observe the variables adopted for data collection. In red, the dead are counted, in yellow, the injured, and, in orange, the casualties - sum of dead and injured.

² Records continue to be kept (2020-2022). However, for the purpose of this report of successful practices, the data used were up to 2020.

Table 1
Casualties in PMERJ in 27 years (1994-2020)

Killed			Injured			Casualties					
Year	On duty	Off duty	Total	Year	On duty	Off duty	Total	Year	On duty	Off duty	Total
1994	14	213	227	1994	20	491	511	1994	34	704	738
1995	27	162	189	1995	329	280	609	1995	356	442	798
1996	38	137	175	1996	338	339	677	1996	376	476	852
1997	25	91	116	1997	259	318	577	1997	284	409	693
1998	20	102	122	1998	245	272	517	1998	265	374	639
1999	28	103	131	1999	270	343	613	1999	298	446	744
2000	20	118	138	2000	235	364	599	2000	255	482	737
2001	24	105	129	2001	313	454	767	2001	337	559	896
2002	33	119	152	2002	373	412	785	2002	406	531	937
2003	46	131	177	2003	493	362	855	2003	539	493	1.032
2004	50	113	163	2004	394	358	752	2004	444	471	915
2005	25	113	138	2005	356	380	736	2005	381	493	874
2006	29	124	153	2006	337	363	700	2006	366	487	853
2007	25	105	130	2007	330	320	650	2007	355	425	780
2008	22	90	112	2008	259	271	540	2008	291	361	652
2009	26	110	136	2009	279	284	563	2009	305	394	699
2010	21	107	128	2010	237	267	504	2010	258	374	632
2011	9	99	108	2011	199	224	423	2011	208	323	531
2012	15	100	115	2012	212	304	516	2012	227	404	631
2013	17	100	117	2013	298	335	633	2013	315	435	750
2014	17	95	112	2014	270	303	573	2014	287	398	685
2015	25	94	119	2015	305	330	635	2015	330	424	754
2016	41	106	147	2016	423	294	717	2016	464	400	864
2017	35	128	163	2017	464	320	784	2017	499	448	947
2018	26	85	111	2018	338	307	645	2018	364	392	756
2019	20	60	80	2019	357	395	752	2019	377	455	832
2020	14	41	55	2020	238	302	540	2020	252	343	595
Overall total	692	2.951	3.646	Overall total	8.181	8.992	17.173	Overall total	8.873	11.943	20.816

Source: Sistema Jurídico Policial: a verdadeira guerra travada por seus operadores. GRECO, Rogério e outros. Curitiba: Juruá, 2021, p. 260.

The analysis of police victimization in PMERJ began in January 1994, when aspiring officer Cajueiro, who graduated in December 1993, started his operational activities. The reality in Rio de Janeiro already generated numbers consistent with war scenarios, considering the loss of life of police officers, injured police officers, loss of physical integrity, psychological problems in the families and in

the surviving police officers, in levels as serious as or more serious than what occurs with the physically injured.

Generally, when the numbers are published, only those on active duty are counted, that is, those who were in uniform and armed at the time of the confrontation, and only for the year in question, compared with the number of personnel for the year being evaluated.

However, the phenomenon of casualties, the sum of dead and injured, is much bigger if evaluated by years, also adding those who are off duty, but are killed and injured due to their condition as military police officers, and can be identified by a criminal they arrested and returned to

the streets, or by the short hair and beard they must wear and the wallet they must carry.

With this methodology, the Analysis Commission built a table, summarizing the PMERJ's casualties in the last 27 years:

Table 2
Total casualties in PMERJ in 27 years

Active-duty that served in the period	113.000
Killed	3.643
Injured	17.173
Casualties	20.816
Periods in day	9.855
Periods in years	27(1994-2020)
DR = death rate	3,22%
IR = injury rate	15,20%
CR = casualty rate	18,42%

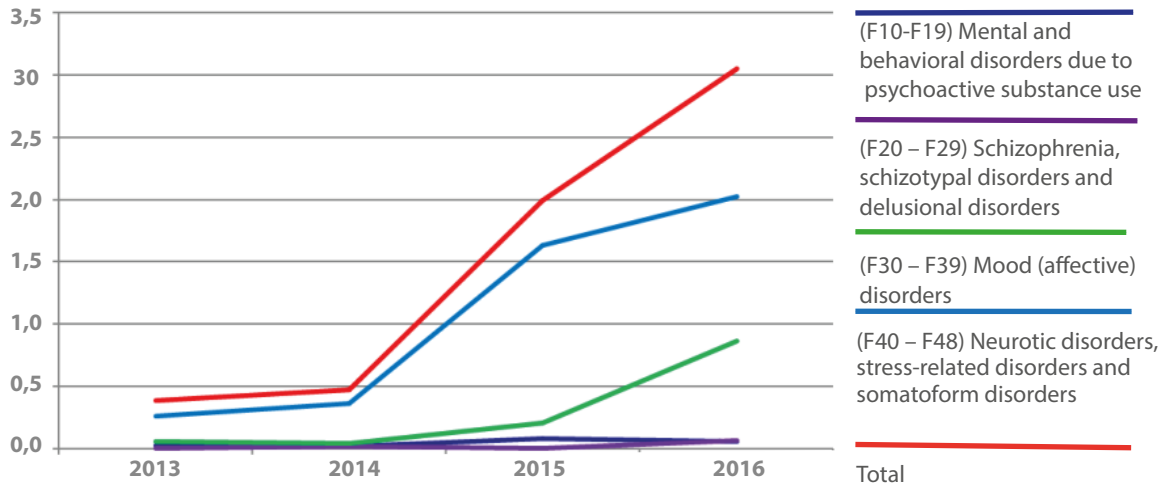
Fonte: Sistema Jurídico Policial: a verdadeira guerra travada por seus operadores. GRECO, Rogério e outros. Curitiba: Juruá, 2021, p. 261.

The methodology employed allowed a comparison between the death rates of the PMERJ and military forces in wars. Its results are consolidated in reports and in the book: Sistema Jurídico Policial: a verdadeira guerra travada por seus operadores. GRECO, Rogério

e outros. Curitiba: Juruá, 2021; e Guerra à Polícia: Reflexões sobre a ADPF 635. Alves-Marreiros, Adriano e outros. Londrina: E.D.A., 2021. Graphs, in particular, have been taken into consideration for the Commission's initiatives and deliberations.

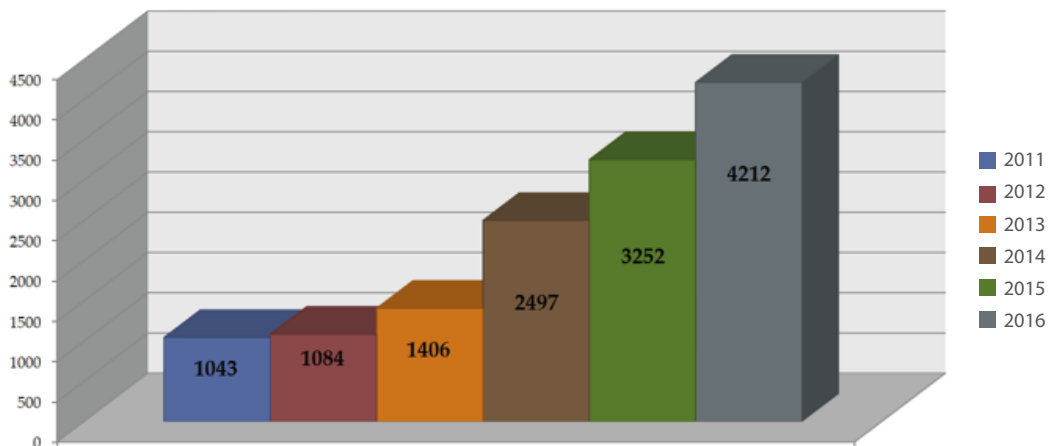


Graph 1
Overview of psychological victimization in PMERJ (SPM Psychiatric Illness)



Source: Sistema Jurídico Policial: a verdadeira guerra travada por seus operadores. GRECO, Rogério e outros. Curitiba: Juruá, 2021, p. 276.

Graph 2
On-Duty Confrontations (Total PMERJ – Jan 01 2011 – Dec 31 2016)³



Year	On-duty incidentes				
	KIA police officer	killed outlaw	Injured police officer	Injured outlaw	Confrontations
2011	8	421	109	168	1043
2012	11	322	121	164	1084 (+ 4%)
2013	14	347	158	285	1406 (+ 30%)
2014	14	462	241	531	2497 (+ 78%)
2015	16	529	251	501	3252 (+ 30%)
2016	30	701	261	701	4212 (+ 30%)

Source: Sistema Jurídico Policial: a verdadeira guerra travada por seus operadores. GRECO, Rogério e outros. Curitiba: Juruá, 2021, p. 276.

³ This chart considers psychiatric illness, ICD Categories - Psychiatric Leave - Initial LTS Trend/Year - Percent of FTE.

The comparison with wars of the 20th century is also striking, according to the table below.

Table 3

Table 1. Comparison between PMERJ in the last 27 years and military forces in wars⁴

	PMERJ	FEB	USA – World War I	USA – World War II	USA – Korea USA	Vietnam USA	Persian Gulf
Active-duty that served in the period	113.000	25.334	4.734.991	16.112.566	5.720.000	9.200.000	2.225.000
Killed	3.643	466	116.516	405.399	54.526	90.198	383
Injured	17.173	2.064	204.002	671.846	103.284	153.303	467
Casualties	20.816	2530	320.518	1.077.245	157.810	243.501	850
Periods in days	9.855	239	730	1.395	1.125	4.135	210
Periods in years	27(1994-2020)	0,65(1944-1945)	2(1917-1918)	3,82(1941-1945)	3,08(1950-1953)	11,33(1964-1975)	0,58(1990-1991)
DR = death rate	3,22%	1,84%	2,46%	2,52%	0,95%	0,98%	0,02%
IR = injury rate	15,20%	8,15%	4,31%	4,17%	1,81%	1,67%	0,02%
CR = casualty rate	18,42%	9,99%	6,77%	6,69%	2,76%	2,65%	0,04%
RM_PMMERJ_Força Militar		1,75	1,31	1,28	3,38	3,29	187,29
RF PMMERJ_Força Militar		1,87	3,53	3,64	8,42	9,12	724,07
RB PMMERJ_Força Militar		1,84	2,72	2,76	6,68	6,96	482,20

Source: PMERK/EMG/EGO, PMERK/EMG/PM1, PMERJ/EMG/EI, ISP, USA Congressional Research Service CRS Report RL 32492 and US Veteran Statistics.

In the search to solve the problems that affect the military police officers of Rio de Janeiro and to increase the protection of the agents, with emphasis on the guidelines of valorization of life, the Commission prepared a list of proposals. Among the proposals, some highlight the need for the qualification of workspaces and practices

to strengthen human rights. At the end of the descriptions of the proposals, codes are appended, meaning SC - Sem Custos (Without Costs); CC – COM Custos (With Costs); PR – Parcialmente Realizado (Partially Accomplished); TR – Totalmente Realizado (Fully Accomplished); and NR – Não Realizado (Not Accomplished).

4. DR = Death rate = dead / active-duty X 100 IR = Injury rate = injured / active-duty X 100

RR = Retirement rate = retirements / active-duty X 100

DRRel_PMERJ_Military Force = ratio of deaths relative to the Military Police and the Military Force = TM_PMERJ/TM_Força Militar

IRRel_PMERJ_Military Force = ratio of injuries relative to the PM and the military force = TF_PMERJ/TF_Forma Militar

CRRel_PMERJ_Military Force = casualty ratio relative to the PM and the military force = TB_PMERJ/TB_Forma Militar

1. Evaluation of Pacifying Police Units (UPP – Unidades de Polícia Pacificadora) whose effectiveness has been proven to no longer exist, as a result of the loss of operational capacity to maintain public tranquility and order. In these cases, they should turn the identified UPPs into Restricted Siege Units (UCR – Unidades de Cerco Restrito), with the purpose of carrying out daily actions in the surroundings and accesses to the communities, in the model of asphyxiation operations, with increased manpower, reducing the possibility of troop casualties and collateral damage to innocent people; (SC)/ (PR)
2. Implementation of operations to suppress drug and weapons trafficking, on state highways that provide access to the metropolitan region and other locations that seize weapons and ammunition before they reach the narcoguerrilla; (SC) / (PR)
3. Proposition of agreements with the State and Federal Public Ministries, based on Conduct Adjustment Agreements, to help in the acquisition of equipment and in contracting services for the Military Police and its victimized personnel; (SC) / (PR)
4. Construction of a monument to the dead police officers of PMERJ, with a contest for the creation of the artwork; (CC) / (NR)
5. Revision of Law 6,764, which deals with disability aid; (SC) / (NR)
6. Propose a law, considering Special Heinous Crime (10/20/Life), the attempt against the life of a law enforcement officer, transferring the criminal to another state (Differentiated Disciplinary Regime – RDD: Regime Disciplinar Diferenciado), and establishing the end of regime progression in these cases; (SC) / (NR)
7. Creation of a medal of decoration for merit in service (of the United States of America - USA purple heart type) for victimized police officers, as the maximum decoration for physical and moral bravery of police officers, attributing points for promotion (suggestion: Blood Cross, Honor and Sacrifice, Blood Sacrifice, Red Heart); (CC) / (NR)
8. Creation of the Permanent Committee of Police Victimization Analysis to evaluate and propose strategies to the General Command of the Corporation, and designation of 15 (fifteen) military police officers and 02 (two) uncharacterized vehicles for the Section of Analysis and Collection of Police Victimization Data; (SC) / (NR)
9. Elaboration of an Operations Plan or Protocol for reacting to attacks on the lives of military police officers, aimed at inhibiting future actions, under the coordination of PM/3; (SC) / (NR)
10. Reduce the mobility of criminals with massive investment in "Safe Displacement Opera-

⁵A Comissão informou sem custo por compreender que os recursos humano e operacional necessários para esta fase já estavam disponíveis na estrutura da PMRJ. Não sendo o caso em outras corporações, estes custos precisam ser assimilados.

⁶Uma unidade da Polícia Militar do Rio de Janeiro.

⁷As ações são planejadas através de um levantamento feito pelo Setor de Inteligência da corporação nos locais e horários de maior incidência de delitos cometidos por motocicletas e outros tipos de veículos e consistem em operações policiais de revista (popularmente conhecida como "Blitz") em todo o Estado do Rio de Janeiro. São vários pontos de interceptação, envolvendo do 1º ao 7º Comando de Policiamento de Área (CPA), Comando de Operações Especiais (COE), Comando de Polícia Pacificadora (CPP) e Comando de Policiamento Especializado (CPE).

- tions", in accordance with the mapping of the victimization of military police officers during off-duty hours, coinciding with the criminal stain of vehicle theft; (SC) / (TR)
11. Creation of a Tactical Unit, along the lines of GETAM , to reinforce the qualified repression of high-powered crimes - thefts of vehicles, cargo, ATMs, among others - whose perpetrators are potential killers of police officers; (SC) / (TR)
 12. Joint operations with the PCERJ and city halls against junkyards and car wrecks, following the example of what happened in São Paulo, which greatly reduced vehicle robberies and, consequently, the death of police officers in that state; (SC) / (PR)
 13. Armor the facilities and vehicles of Police Units more vulnerable to criminal actions, with the help of public-private partnerships, or through agreements; (CC) / (PR)
 14. Maintenance of PM armored cars in working order, through public-private partnerships; (SC) / (PR)
 15. Provide, as a precaution, ballistic vests to Military Police officers who wish to carry weapons during off-duty hours, in order to reduce their vulnerability; (SC) / (NR)
 16. Increase the quality and quantity of training in shooting, approach, patrol conduct and combat in restricted area; (SC) / (PR)
 17. Creation of a real or virtual shooting stand in each Battalion; (CC) / (NR)
 18. Creation of a protocol for post-traumatic stress responses and signaling; (SC) / (PR)
 19. Drawing and concealed carry firearms training; (SC) / (TR)
 20. Tactical apps stage; (SC) / (TR)
 21. Safe route operations; (SC) / (TR)
 22. Police approach training; (SC) / (TR)
 23. Individual Weapons Maintenance Workshop; (SC) / (PR)
 24. Military police defense method training; (SC) / (PR)
 25. Tactical First Responder Training; (SC) / (TR)
 26. Give priority and urgency to administrative processes involving dead and injured police officers; (SC) / (PR)
 27. Tax exemption for purchases of protective equipment:
 - o Individual: vests, weapons, helmets, ammunition;
 - o Collective: armoring of private and institutional vehicles; (SC) / (NR)
 28. Guaranteed health, with attention to mental health: free of charge in clinics and doctor's offices close to the policeman's residence; physiotherapeutic care in places close to the policeman's residence; (SC) / (NR)
 29. Guarantee education to the orphans of military police officers: school tuition, from elementary school to university, and language courses subsidized by the government; (CC) / (NR)
 30. Guarantee to the family member (wife, mother, father, brother of the victimized policeman) who stops working to take care of the seriously injured policeman, of a care-giver aid, as compensation; (CC) / (NR)
 31. Life insurance for inactive police officers; (CC) / (NR)
 32. Promotion to the last rank that the Military Police officer could reach (Maj QOA if a private, or Full Colonel if an officer), in case of death or serious injury in the line of duty, as compensation; (CC) / (NR)

33. Translation of books with laws, rules and regulations for war veterans, for later adaptation to the Brazilian scenario; (CC) / (NR)
34. Deal with the judiciary the case of the granting of injunctions to enter the Military Police and their subsequent annulment, which often generates serious problems for officers seriously injured during the validity of the injunction; (SC) / (NR)
35. Tax exemption for the purchase of wheelchairs, accessories, prostheses or any material destined for the rehabilitation of the policeman with disability, including import tax if the product is purchased abroad (there are superior quality chairs and equipment manufactured abroad), and facilitation of customs clearance; (CC) / (NR)
36. Possibility of returning to active duty without prejudice to any benefits, in C4 ISR and Teaching and Instruction positions, for volunteers; (SC) / (NR)
37. Disability allowance, of compensatory nature, for police officers seriously injured in the line of duty; (SC) / (PR)
38. Support to the Project Renascer, Servir e Proteger, of social reinclusion and quality of life through sports for injured police officers; (SC) / (PR)
39. Tax and fee reduction for the acquisition of real estate by injured and killed police officers and their families; (CC) / (NR)
40. Law allowing the widower/widow of a deceased police officer to choose not to work in operational services anymore, and to work closer to home; (SC) / (PR)
41. Construction of a memorial in honor of police officers killed and injured in the line of duty (Sun Memorial Park); (CC) / (NR)
42. Free admission to cinemas, theaters, concerts and cultural events, for seriously injured police officers and for relatives of dead and injured police officers; (SC) / (NR)
43. Discount on the purchase of books and magazines for police officers injured on duty and their families as well as for families of police officers killed on-duty; (SC) / (NR)
44. Creation of undergraduate, specialization, master's and doctorate programs in Police Sciences, to deal with Public Security issues from the standpoint of pure and applied sciences; (CC) / (NR)
45. Creation of a Center for Research and Development in Police Sciences; (CC) / (NR)
46. Full scholarship, in private Universities and courses, or quota entrance, for seriously injured veteran police officers; (SC) / (NR)
47. Creation of a Unit/Section/Division for the Protection of Police Officers' Rights, in the MMFDH; (SC) / (NR)
48. Holding National/International Symposia, every 2 years, on the theme Police Victimization, in several states of the federation; (CC) / (PR)
49. Making and editing documentaries about the reality of police victimization; (CC) / (PR)
50. Lectures, workshops and seminars on victimization and valorization; (SC) / (TR)
51. "Foi por Nós" project ("It was for us"), a photo exhibit with explanatory captions of the

⁸ C4ISR é a sigla para "Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance".

- heroic police officers victimized in service; (SC) / (PR)
52. Books and comics of the Heroes of Rio de Janeiro; (SC) / (NR);
 53. Christmas and Children's Day parties for children of police officers seriously injured and killed fighting crime; (SC) / (PR)
 54. Civic parades in April and September. (SC) / (PR)
 55. Creation of a WhatsApp group with Commanders, Chiefs and Directors, as well as police officers and officers from the Health, Social Work, Psychology and Victimization Analysis Commission, for prompt use of means and sharing of information about dead, injured, suicide attempts and health problems. (SC) / (TR)

Of the 55 actions and proposals to control and reduce police victimization and to value police officers and their families, elaborated after listening to thousands of PMERJ officers and enlisted men, personally and virtually, nine were

totally accomplished, 19, partially accomplished and 27, not accomplished. Regarding the creation of financial cost to the government, 39 were classified as "no cost" and 16 as "with cost".

Costs for the implementation of the practice

The Analysis Commission was set up with members from the corporation itself, and it includes the Heroes of Rio de Janeiro Charity Association (Associação Beneficente Heróis do Rio de Janeiro - ABHRJ). To carry out the activities, partnerships were established. Thus, the work and the activities are carried out through donations and volunteer work.

Some of the projects have costs that are

culturally, socially, and economically justifiable, due to the lives and physical/mental integrity that will be saved, the enhancement of good and order, and the saving of resources for the state and the country.

The table below presents a cost estimate, in the state of Rio de Janeiro, of R\$ 2,800,000,000.00 (two billion and eight hundred million reais) in pensions for military police officers killed in 27 years.

Table 3. Pension cost of MPs killed in 27 years (1994-2020)

Year	AP term	On duty	Off duty	Total
1994	a1	R\$ 2.000.000,00	R\$ 6.000.000,00	R\$ 8.000.000,00
1995	a2	R\$ 4.000.000,00	R\$ 12.000.000,00	R\$ 16.000.000,00
1996	a3	R\$ 6.000.000,00	R\$ 18.000.000,00	R\$ 24.000.000,00
1997	a4	R\$ 8.000.000,00	R\$ 24.000.000,00	R\$ 32.000.000,00
1998	a5	R\$ 10.000.000,00	R\$ 30.000.000,00	R\$ 40.000.000,00
1999	a6	R\$ 12.000.000,00	R\$ 36.000.000,00	R\$ 48.000.000,00
2000	a7	R\$ 14.000.000,00	R\$ 42.000.000,00	R\$ 56.000.000,00
2001	a8	R\$ 16.000.000,00	R\$ 48.000.000,00	R\$ 64.000.000,00
2002	a9	R\$ 18.000.000,00	R\$ 54.000.000,00	R\$ 72.000.000,00
2003	a10	R\$ 20.000.000,00	R\$ 60.000.000,00	R\$ 80.000.000,00
2004	a11	R\$ 22.000.000,00	R\$ 66.000.000,00	R\$ 88.000.000,00
2005	a12	R\$ 24.000.000,00	R\$ 72.000.000,00	R\$ 96.000.000,00
2006	a13	R\$ 26.000.000,00	R\$ 78.000.000,00	R\$ 104.000.000,00
2007	a14	R\$ 28.000.000,00	R\$ 84.000.000,00	R\$ 112.000.000,00
2008	a15	R\$ 30.000.000,00	R\$ 90.000.000,00	R\$ 120.000.000,00
2009	a16	R\$ 32.000.000,00	R\$ 96.000.000,00	R\$ 128.000.000,00
2010	a17	R\$ 34.000.000,00	R\$ 102.000.000,00	R\$ 136.000.000,00
2011	a18	R\$ 36.000.000,00	R\$ 108.000.000,00	R\$ 144.000.000,00
2012	a19	R\$ 38.000.000,00	R\$ 114.000.000,00	R\$ 152.000.000,00
2013	a20	R\$ 40.000.000,00	R\$ 120.000.000,00	R\$ 160.000.000,00
2014	a21	R\$ 40.000.000,00	R\$ 120.000.000,00	R\$ 160.000.000,00
2015	a22	R\$ 40.000.000,00	R\$ 120.000.000,00	R\$ 160.000.000,00
2016	a23	R\$ 40.000.000,00	R\$ 120.000.000,00	R\$ 160.000.000,00
2017	a24	R\$ 40.000.000,00	R\$ 120.000.000,00	R\$ 160.000.000,00
2018	a25	R\$ 40.000.000,00	R\$ 120.000.000,00	R\$ 160.000.000,00
2019	a26	R\$ 40.000.000,00	R\$ 120.000.000,00	R\$ 160.000.000,00
2020	a27	R\$ 40.000.000,00	R\$ 120.000.000,00	R\$ 160.000.000,00
Total	-----	R\$ 700.000.000,00	R\$ 2.100.000.000,00	R\$ 2.800.000.000,00

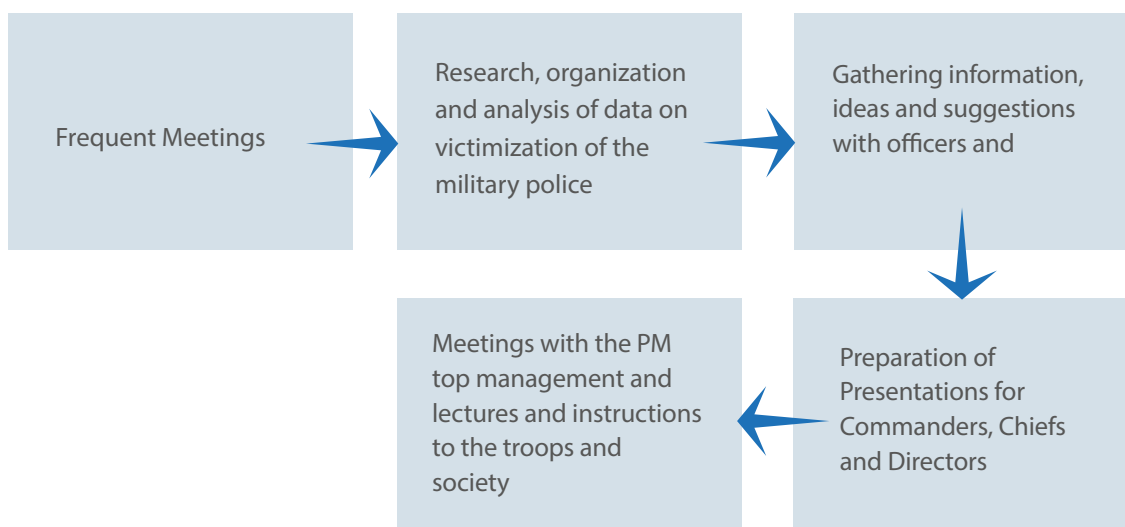
Sources: Sistema Jurídico Policial: a verdadeira guerra travada por seus operadores. GRECO, Rogério e outros. Curitiba: Juruá, 2021, p. 275.

Advances and readjustments of the practice

Among the advances of the Victimization Analysis Commission of the Military Police of Rio de Janeiro (PMERJ – Comissão de Análise de Vitimização da PMERJ), one must highlight the compilation and analysis of a large volume of data, which has been used for the development and/or readjustment of public policies for valuing the lives of military police officers. The knowledge generated is widely promoted.

As an offshoot of the Commission's work, the Heroes of Rio de Janeiro Project and the creation of the ABHRJ, which works to value military police officers, can be found. According to Colonel Cajueiro, one of the possibilities of readjustment of the practice is the search for more support from other government agencies and also from the private sector.

Workflow of the Commission of Victimization Analysis of PMERJ



Overview

Normative: The Commission was created by PMERJ's Bulletin;

Criteria for selecting cases to be reviewed by the Commission: seriously injured or wounded police officers, orphans, widows, relatives, and children with special needs;

Criteria for approaching the professional who will benefit from the practice: phone call, WhatsApp message, e-mail, personal visits;

Promotion: the Commission publishes several documents and reports that clarify the functioning of the practices and that can be shared (they are not confidential). Among them are the video *Heróis do Rio de Janeiro*, available on the website of the Associação Beneficente Heróis do Rio de Janeiro, systematic meetings, lectures, civic parades and participation in congresses. The group also uses WhatsApp to keep commanders, chiefs and directors of the Military Police informed about incidents in a quick way. The virtual group has even contributed to the rescue of police officers in suicide attempts;

Monitoring and evaluation: reports, trial balances, visualization control, and general activity records are generated.

⁹ <https://www.youtube.com/watch?v=Qld7a0juG6g&t=1s>

Suggested Implementation Steps

1. COMMISSION FORMATION

Define, within the Corporation, who the members of the Commission will be. It is important that they have experience in data compilation and analysis, as well as relational and articulation skills.

2. DIAGNOSTICS

Identify the basic elements for the Commission to be created: demand to be met; target audience; coverage of the service; physical structure; norms; necessary human resources; sector responsible for coordination; origin of the resources.

3. PROJECT

With the coordination team formed and the diagnosis ready, prepare a basic project to be presented to the General Command of the Corporation. Elements of the project: (1) Presentation and justification of the importance; (2) Objectives; (3) Stages of development, implementation and testing; (4) Schedule and Action Plan with responsible personnel; (5) Equipment and infrastructure; (6) Human Resources; (7) Budget. It is important that the project present the Commission's scope of activities.

4. INSTITUTIONALIZATION

With the project ready, it is time to obtain the approval of the General Command, which will define the means of institutionalization of the Commission, whether by ordinance, publication in a bulletin, or some other form.

5. IMPLEMENTATION

Preparing the basic planning for the Commission's operation;

- Work Plan Definition
- Meeting Schedule

6. COMMUNICATION PLAN

Define what the communication strategy for the work will be, as well as the ways of promoting the results obtained by the Commission.

7. MONITORING AND EVALUATION

Establish a systematic monitoring and evaluation system for the project, with a flow of reports and data collection, so that the impact of the project can be tracked.



Coordination of Policy Management for Military Firefighters (SC)

The Coordenadoria de Gestão de Políticas para as Bombeiras Militares (de Assuntos Bombeira Militar), it is Coordination of Policy Management for Military Firefighters (of Military Firefighter Affairs) of Santa Catarina, (CBMSC) emerged in December 2011, from a request by the most senior officer at the time, directly to the General Command. Until that moment, the commissions dealt exclusively with operational matters. The female firefighters seized the opportunity to form a commission that would also address administrative issues or strategic actions related to the theme in the corporation. Nowadays, the CBMSC Coordinating Committees are foreseen in the Law and in the State Decree of the institution's Basic Organization and defined as advisory work groups, which help the General Subcommand by giving technical and scientific advice, and they are also updated according to the need of new appointments or replacement of components.

The diagnosis of the reality, in 2011, showed the absence of a study group on the demands of women in the Corporation, which recognized the needs for improvement in the working conditions of military firefighters, considering the equality policies and humanitarian

achievements of society. The formatting of the commission was achieved after several meetings had been held. The first one took place three years earlier, in 2008, when there was only one female officer. On her initiative, most active female firefighters met to discuss issues related to women in the corporation, and professional demands presented individually. At that meeting, many of them reported the lack of an action space especially focused on deliberations about the agendas of female firefighters. The meetings gained proportion and started to be held in several cities, diversifying the regions of the state where there were female firefighters in service.

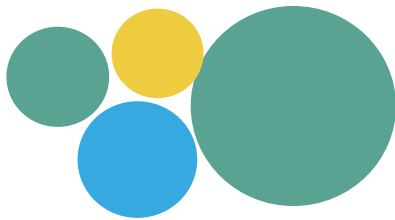
A topic of relevance, in internal debates, was the fact that Complementary Law No. 587, of January 14, 2013, limited the inclusion of women in military institutions to 6%. Even though the law has been changed - with the advent of Complementary Law No. 704, of September 19, 2017, which requires a minimum of 10% women in the institution - the current female representation in the Military Fire Department of the State of Santa Catarina is 7% of the total active personnel. All 187 active military firefighters benefit from the direct actions of the Women's Coordination of

the Military Firefighters of the State of Santa Catarina.

Ensuring institutional care was one of the motivations for the creation of the Coordination. It was important, at that moment, to consider the differences and reaffirm, in personnel management, the

minimization of inequalities and the respect for the gender category - concerns that continue on the agenda of CBMSC's female firefighters.

Other topics have been part of the Coordination's agenda since its creation, among them:



Organizational policies that serve Military Firefighters;
Leadership and female empowerment;
Women's health;
Sorority;
Moral and sexual harassment;
Racism.

The events also provide the opportunity for presentations of studies and papers with speakers from various fields, and,

especially, experience reports and sharing of the demands and achievements of female firefighters.

For access to the scientific papers produced:
<https://drive.google.com/drive/folders/1PZJ1eRYzGaH6E9yDOkpVaX7tPtXPE8R?usp=sharing>

Photos: Santa Catarina Fire Department collection, 2020.



Service Door

The Coordination has the functional e-mail coordbombeiramilitar@cbm.sc.gov.br, as an available means of direct access to all female military firefighters in the state. There is an e-mail list that allows the message to be sent to all the personal addresses (@cbm) of the corporation's female military firefighters.

Also, there are specific chat app groups

and an Instagram account associated with the official address of CBMSC, for promotion and strengthening of actions: [cbmsc.bombeiras](https://www.instagram.com/cbm.sc.bombeiras).

Whenever it is necessary for the Coordination's technical advice to the CBMSC General Command, or by planning of the commission itself, there is the delivery of reviews, projects and actions by the group.

Advances and readjustments

The Coordination recognizes its progress by listing some achievements, whether from direct actions or in the support of unprecedented personal demands and of repercussion for all female firefighters in SC. Here are some examples:

- the institutionalization of support for the development of scientific work with the themes of inclusion, participation, new paradigms for military women, and the analysis of gender equality conditions in military institutions;
- The CBMSC General Commander Act, of normative instruction, regulating the specificities of the state law of protection to maternity and lactation, with advances in relation to guarantees, such as:
 - to the preference to a maximum a maximum 8-hour working day for breastfeeding mothers;
 - to a one-hour breastfeeding when

the infant/toddler is between six months and two years old, so the mother is able to breastfeed their own child;

- that internal competition public notices for training courses or career advancement ensure a vacancy for military firefighters who are pregnant or on maternity leave;
- to acquiring personal protective equipment appropriate to the specificities and numbering of the female model.

Between March 2020 and June 2021, the meetings planned by the Coordination of Policy Management for Military Firefighters (of Military Firefighter Affairs) of Santa Catarina have been cancelled, due to the restrictions imposed by the Covid-19 pandemic status.

During this period, the female firefighters of the Coordination participated, in a consultative way, in the project of revision of the Code of Ethics of the state

military institutions, and presented proposals and suggestions of conducts of disciplinary administrative transgression related to abuse, harassment or that attempt against human dignity. The study of the military corporations on the revision of the code is still in progress.

The advisory work groups continue to technically assist the General Subcommand with technical and scientific advice in the

preparation of opinions and studies, proposals for technical standards, preparation of technical specifications, development and advancement of applied technologies, technical coordination in the areas of teaching, research, and extension and in interconnection between areas and activities of CBMSC.

Costs for development and implementation

The practice, in general, does not present costs, because it is a group appointed by the CBMSC General Commander, with representatives stationed in different cities of the state, which advises on institutional policies and norms and organizational planning. However, among the main actions of the group are the annual capacity build-

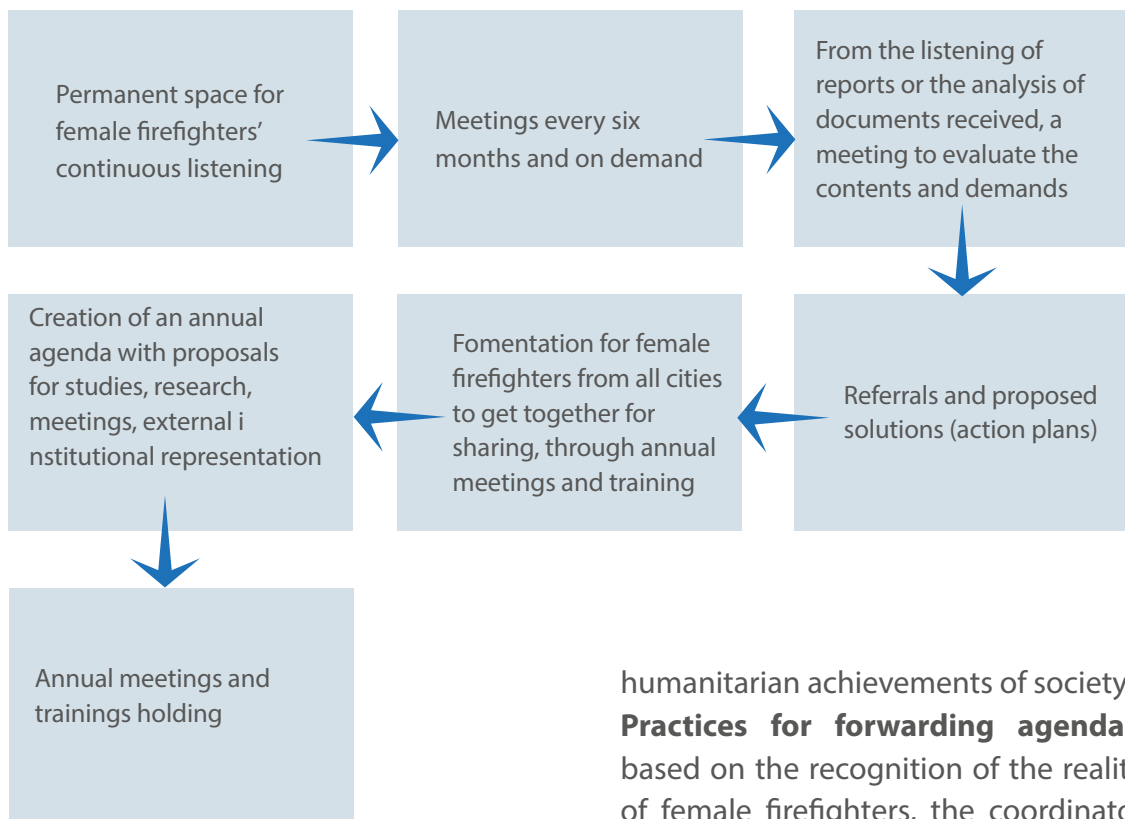
ing meetings. This action is always carried out with resources from partners and sponsors, keeping zero cost to the state.

Considering costs with speakers, teams, transportation, per diems, teaching materials, and other items, the 2018 meeting - used as an example - had a total cost of R\$27,165.00.

Photos: Santa Catarina Fire Department collection, 2020.



Workflow of the Coordination of Policy Management for Military Firefighters of SC (Coordination of Military Firefighter Affairs)



Overview

Normative: the Ordinance that created the Coordination is dated 12/20/2011 and is being updated according to the need for new appointments or replacement of its members.

Criteria for the selection of themes to be worked on by the Coordination and the commissions: demands from women in the Corporation for improvement in the working conditions of military female firefighters, considering equality policies and

humanitarian achievements of society. **Practices for forwarding agendas:** based on the recognition of the reality of female firefighters, the coordinator assists the General Subcommand by providing technical-scientific advice, or on the demand of the Command (institution) itself, in:

1. Elaboration of reviews and studies;
2. Proposals for technical standards;
3. Preparation of technical specifications;
4. Development and advancement of applied technologies;
5. Technical coordination in the area of teaching, research and extension;
6. Interconnection between areas and activities of CBMSC.

Promotion: the promotion and the strengthening of the actions are continuous, according to opportunities, and occur through the Instagram account associated with the official address of CBMSC, @cbmsc.bombeyras, and through a WhatsApp group.

Monitoring and evaluation: what is generated:

1. Final reports of the annual training meetings;
2. Individual reports from the institutional representatives on their participation in courses, lectures and national meetings relevant to the themes addressed by the Coordination;
3. Minutes of working group meetings;
4. Compendium of presentations and studies generated to advise the Command.

Suggested Implementation Steps

1. DIAGNOSIS OF REALITY

Recognize the legislation on the gender composition of corporations; Understand the participation of women in your state's Fire Department; Identify women's care models.

2. FORMATION OF THE COORDINATION

Define, within the corporation, who the members that will constitute the Coordination will be. It is important that they have listening and articulation skills.

3. ARTICULATION

Encourage, from orientation, the engagement of representatives from different municipalities and regions of the state. Form working committees within the Coordination.

4. INFRASTRUCTURE

Identify the needs (committee topics and objectives, staff availability, dedication of hours, partnerships) so that the Coordination can be created and implemented.

5. PROJECT

With the coordination team formed and the diagnosis ready, prepare a basic project to be presented to the General Commander of the Corporation. Elements of the project: (1) Presentation and justification of its importance; (2) Objectives; (3) Stages of development and implementation; (4) Schedule and Action Plan with responsible personnel; (5) Human Resources; (6) Scope of activities of the Coordination and the commissions.

6. INSTITUTIONALIZATION

With the project ready, it is time to obtain the approval of the General Command, which will define the means of institutionalization of the Coordination and the commissions, whether by ordinance, publication in a bulletin, or other form.

7. IMPLEMENTATION

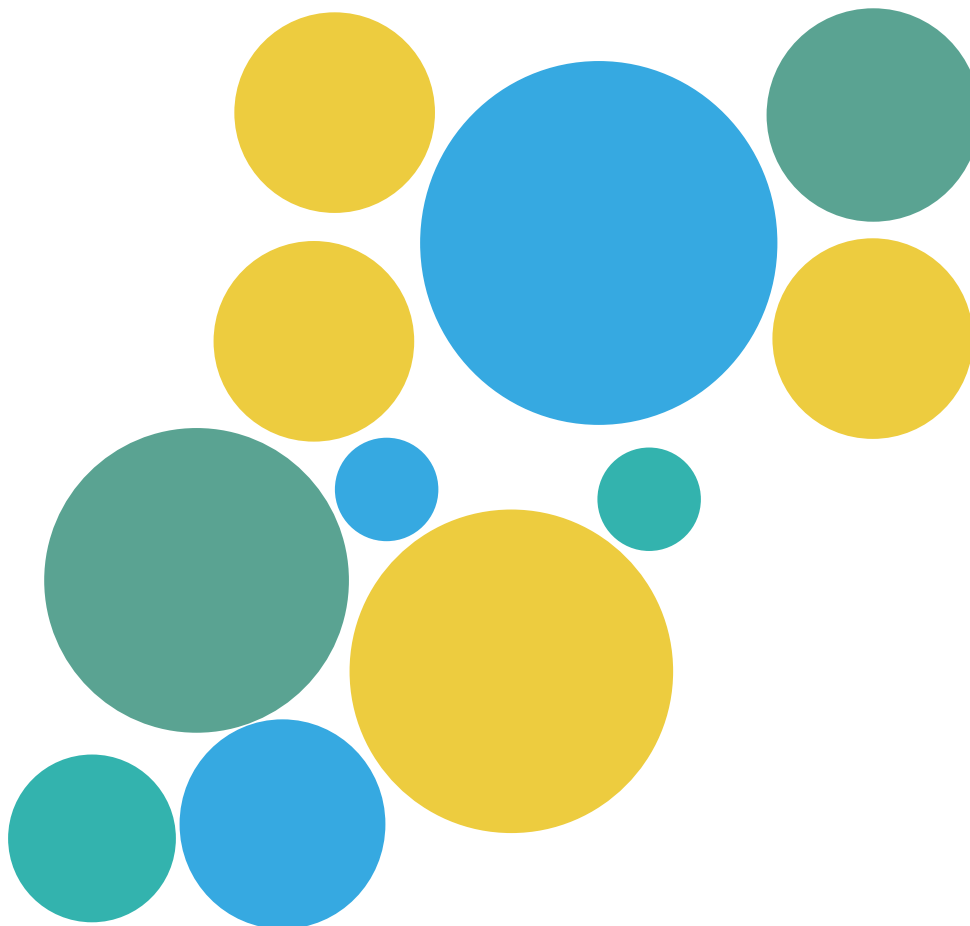
Preparation of the basic infrastructure for the Coordination's operation; definition of the Work Plan; schedule of meetings.

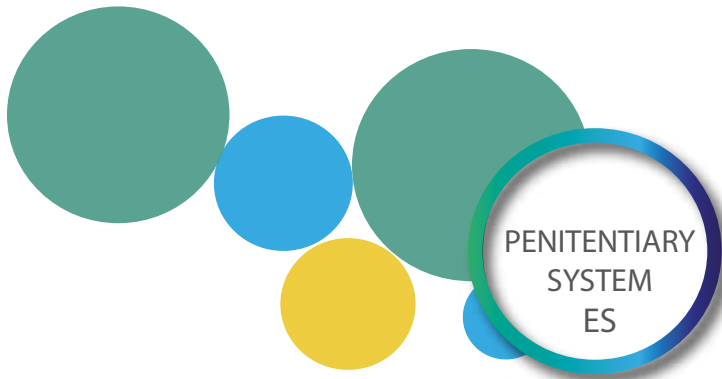
8. COMMUNICATION PLAN

Define what the communication strategy for the work will be, as well as the ways of promoting the results obtained by the Commission. Use communication tools and media.

9. MONITORING AND EVALUATION

Establish a system for constant monitoring and evaluation of the project, with a flow of reports and data collection, so that the impact of the project can be tracked.





Humanization Program in Prison Management - (ES)

In activity since 2004, the Program of Humanization in Penitentiary Management (PHGP – Programa de Humanização na Gestão Penitenciária) has the purpose of planning, coordinating, promoting, supervising, articulating and evaluating the policies and actions of Human Rights in the scope of the State Secretary of Justice, aiming at the improvement of the Penitentiary Management in favor of the public servants and of the follow-up destined to the people deprived of liberty. It acts articulated to the several sectorial politics and instances of the civil society related to the theme.

Linked directly to the Office of the State Secretary for Justice, the PHGP has been promoting several practices in an attempt to improve relations in the prison system in the state of Espírito Santo in its institutional and work spheres, with its internal public and with society. Until 2006, the planning aimed to cover structural gaps, such as adaptation of physical spaces, training, and reevaluation of the staff. Ever since, it has been possible to implement humanizing poli-

cies. The Humaniza Award is one of them.

Created in 2012 and restructured by Ordinance No. 1630-S, of November 22, 2013, the award recognizes propositional actions, seeking to strengthen the development of a culture of human rights in the prison system of Espírito Santo state. By highlighting humanizing practices carried out by staff in a variety of functions, it opens up space for new perspectives of analysis and discussion of the topic.

With the objective of identifying and stimulating actions developed by employees, the award recognizes the daily performance in the prison units. Behavior in different dimensions is considered - both attitudes and practices in the relationship with colleagues, partners or visitors, and those with people deprived of liberty, in order to contribute to the improvement and humanization of the state's prison system.

The Humaniza Award contemplates three categories: Humanizing Attitude,

Humanizing Project and Humanizing Management.

The first category recognizes the employee who stands out for demonstrating Humanizing Attitudes in the context of the prison system. These attitudes should characterize their behavior, the attitude of demonstrating respect for human dignity, aspirations and human capabilities; focus on ethics, citizenship, equity, promotion of inclusion, and respect for diversity; rejection of violence, abuse and prejudice; search for improvements in interpersonal relations, especially in the workplace.

The category Humanizing Project awards the work team that prepares, develops, and executes a project that stands out in promoting the dignity of the human being; for the humanization of the spaces, through sustainable actions and stimulus to the development of values on behalf of the community and the society; in the presentation of positive, concrete, and verifiable results for the servers, for the people deprived of liberty or for the former detainees, for the society, and for the visitors of the penitentiary system of Espírito Santo. This project must be elaborated, developed and executed by a work team from the body or sector.

The category Humanizing Management recognizes the management team (Prison Unit, Board, Management and Sub-Management), evaluating the one

that stands out for the development of integrated and participatory actions based on humanizing principles and values, which go beyond the mission of the Secretariat. They must present positive, concrete and verifiable results for the employees, for the people deprived of liberty or former detainees, for society, and for those who frequent the penitentiary system of Espírito Santo. The management practices must also evidence the commitment to human and social development, the improvement of working environment conditions, and the stimulus to a participative and efficient management.

SEJUS¹⁰ seeks, at each cycle, support and partnerships to ensure the awarding of the winners of the Humanizing Attitude category. The president of the Executive Committee of the Humaniza Award, Maria Jovelina Debona, points out that the initiative is a recognition of the good practices applied in the prison system and, each year, it is possible to observe greater dedication from the participants.

Considering the various categories of the Humaniza Award, all the employees linked to the thirty-five penitentiary units of the state of Espírito Santo are invited to participate. The call for participation in the process is ample; adhesion is spontaneous, through registration.

¹⁰. Sejus – Secretaria de Estado da Justiça (State Secretariat of Justice)

Once the projects are delivered to the executive commission, their validation is done according to criteria established in an ordinance. The evaluation commission analyzes each practice in its compliance with the required basic criteria, and deepens the research with visits, consultations, and checking the results for those that compete for the top positions.

In December 2019, the award ceremony was held in the São Tiago Hall, in the Government Palace, and was attended by the Governor of the State, the

Secretary of Justice, the Secretary of Human Rights, public servants, civil society partners, and members of the judging panel. The event closed the Human Rights State Week XI.

Among the winning projects, the highlight was Radio Vox, active in the Center for Detention and Resocialization of Linhares (CDRL) which, besides providing entertainment, brings knowledge and minimizes tension in the penal environment. The servers of the same unit also have a therapy space, a barber shop, a salon and a training center.



Photo: Some of the winners in the 2013 edition of the award.



Photo: Some of the winners in the 2014 edition of the award.



Photo: Some of the winners in the 2016 edition of the award.



Photo: Some of the winners in the 2018 edition of the award.

Winning projects from the last three editions of the award

2017 - Category Humanizing Management - Agricultural Penitentiary of Espírito Santo (Penitenciária Agrícola do Espírito Santo - PAES)

The management team's recognition was due to its innovative resocialization method, by finding, even in the midst of a hostile environment, an alternative for change and transformation.

The management team involves the inmates directly in working with nature, with animals and with society, in the various projects it carries out. The management's actions include extramural spaces, such as assistance to orphanages, nursing homes, and the Association of Parents and Friends of the Handicapped (APAE), through the donation of toys, vegetables, renovation and construction of homes and institutional spaces. These activities promote greater awareness of the inmate, making him review his posture while serving his sentence and improving his condition as a human being. Acting together with those who need help and practicing good attitudes minimizes criminal recidivism.

The management takes special care with the work environment, striving for a clean, organized, and ornate environment. As it is a semi-open regime unit, the dynamics of movement of inmates,

servers and people from the institutions served is intense. Projects such as horse therapy for physical and mental health treatment, carried out through the provision of services by the inmates, allow the permanence of family members, children and visitors within the prison spaces.

Another activity is the availability of land suitable for the cultivation of vegetables and the treatment of animals (horses, cattle, pigs, goats, poultry and fish), which are used in re-socialization projects and the provision of public services to inmates and employees. By realizing the value of existing initiatives, the management provided improvements and optimized resources in order to enhance the benefits for inmates, employees, and society as a whole.

Focusing on improving prison care in the return of the prisoner to society, the 2017 management of the Agricultural Penitentiary of Espírito Santo was recognized as humanizing, promoting the development of culture, art, religiosity, and the human being in the prisoner.

**2017 - Humanizing Project Category - Donating Smiles Project
Colatina Prison Center (Centro Prisional de Colatina - CPFOL)
First Place**

The Donating Smiles Project was idealized by the prison unit director, Maria Aparecida de Freitas de Albuquerque, within the humanizing principles, with a voluntary nature and social purpose, aiming to go beyond the prison walls by producing and donating toys to institutionalized children.

The project does not consist only in producing toys and donating them to the children. Its conception and execution focused on directing the inmates' gaze, in a different and more sensitive manner, toward the situation of institutionalized children and on allowing the inmates, in some way, to intervene in their situation, despite the limitations and impotence imposed by their condition. Real actions were created, capable

of enhancing the well-being, visibility and self-esteem of both publics, and of causing a daily reflection about life, in the inmates.

When the playful objects produced are finished, the inmates wrap them in plastic containers, adorn them with ribbons, and affix cards with wishes and aspirations that vary according to the date. After being wrapped, the gifts are ready for donation.

The inmates who are members of the project are invited to participate in the social events, and to deliver the gifts to the children. It is a very touching moment for the inmates, the children, the prison inspectors, other employees, the Unit's Management and for all those who participate.

**2018 - Humanizing Attitude Category - Luiz Carlos dos Santos
Serra Provisional Detention Center (Centro de Detenção Provisória da Serra - CDPS)
First Place**

Luiz Carlos dos Santos has worked at the Secretariat of Justice since July 5, 2005, in a temporary assignment. After being approved in a public competition, he concluded, on September 14, 2018, the training course for effective prison inspector.

The servant stands out in his actions for his ethical character and for promoting respect for the servants, inter-

ns, inmates, and family members - characteristics that enrich the work and contribute to the fulfillment of the mission of the State Department of Justice.

Since he joined the State Secretariat of Justice (SEJUS), Luiz Santos has always made himself available to his colleagues, to the management, and to people deprived of their liberty, to contribute, beyond his duties, to activities that aim

to create opportunities for reflection and social reintegration of prisoners. He is considered helpful and considerate by his colleagues, and he is very kind to interns, employees, family members, and visitors.

Considering the predominantly sexist behavior of the inmates, where homosexuality and bisexuality are often considered "deviations from the norm", the officer stands out for his attitude. He asked the Director to be the Penitentiary Inspector responsible for gay, transgender, transsexual, and bisexual inmates.

2018 - Humanizing Project Category

Social Vegetable Garden: cultivating a new consciousness

Aracruz Provisional Detention Center (Centro de Detenção Provisória – CDPA)

First Place

The initial project was conceived by CDPA's management on their own initiative, inspired by the experience that the managers had in the prison regimes in which they had previously worked, closed and semi-open. Starting from the premise that work is important to show society that the prison system can help it in some way, the proposal focused on offering work to the inmates, occupying them productively.

A mixture of opportunities and needs was the driving force behind the project. In the beginning, there was conflict involving the various relationships. On one side, the members of the prison system - staff and inmates - believed in the stigma that nothing could happen in a Provisional Detention

Center: prisoners would not be able to receive special treatment; they would be willing to have criminal attitudes, break the rules and cheat the system. On the other hand, the law creates barriers to grant benefits to these individuals. A third competing variable was the inadequacy of the Center's infrastructure - not originally designed to develop actions such as the Solidary Garden.

He started his work dialoguing directly with the prisoners, going beyond the limits imposed by the "bars", having a personal, nominal and participative contact.

After the approach made by Inspector Santos with the gay, transgender, transsexual and bisexual prisoners, the environment of the gallery where they are kept has become more harmonized and less hostile each day. This fact is proved by the drastic drop in the number of disciplinary occurrences involving these prisoners in this group.

The initial proposal was to keep the garden as natural as possible, with the cultivation based on the use of manure - donated by producers in the region and collected in partnership with the Municipal Secretariats of Agriculture and of Works in the municipality of Aracruz. The same producers also supply the soil for the beds.

The project applies good practices of crop rotation, green manure, and biological control of pests and diseases. In the future, there are plans to adopt composting - for this, efforts are being made to obtain the necessary materials.

The support of two engineers, one from the Aracruz City Hall and the other from a local company, highlighted the advantages of using these practices, maintaining the structure and productivity of the soil, and harmony with nature.

The project did not stop with the first piece of land. With demand, the cultivation began in vacant spaces, occupied by spontaneous vegetation. Besides the initial vegetable garden,

nowadays a small orchard has already been planted, taking advantage of every space in the CDPA. At the request of the direction of the Recanto do Anciã, medicinal herbs are being purchased for the elderly.

In the CDPA Solidarity Garden, the inmates practice humanization, urbanity and respect; they overcome difficulties, exchange life stories, talk to the inspectors, and they are also heard. They report that they have contact with the staff of the partners; they rethink their convictions and strengthen their spirit. It's not just about a garden - it's about bringing about a change in consciousness. experiencing the power of empathy

**2019 - Category Humanizing Attitude - Server - Glécia Pereira da Silva
Colatina Women's Prison Center (Centro Prisional Feminino de Colatina - CPFOL)
First Place**

Glécia Pereira da Silva has been a SEJUS' employee since 2008, effective as a Penitentiary Inspector. She is a reliable servant, who has the respect of superiors, colleagues, interns and external collaborators. The posture and attitudes taken by the servant in her daily work make the environment more productive, pleasant and harmonious. She is recognized for always working to build a humanizing culture in the prison unit, generating positive reflexes for everyone around her.

She works in the development of the project Oficinas de Vidas (Lives Workshops), which aims to awaken creativity and promote significant changes in

the lives of women in custody through art. Craft workshops are held, teaching handicrafts such as fabric painting, crochet, knitting, vagonite embroidery, cross-stitch embroidery, and beehive embroidery.

"The award is a recognition of my 17-year dedication to the system. I do my work from the heart. We treat all of them as human beings and try to encourage them to seek a new path. In our unit, the management creates space for the servers and opportunities for the inmates."

Glécia da Silva

2019 - Category Humanizing Management Linhares Re-socialization Detention Center (Centro de Detenção Ressocialização de Linhares – CDRL) - First Place

The creativity and resilience in face of the difficulties imposed every day by the penal system in all its nuances - overcrowding, reduced staff, plurality of daily demands, among others - transform the mission of prison managers into real challenges.

The staff daily contributes for the CDRL to have a relaxed and favorable atmosphere for the transformation of lives, surprising visitors by the lightness of the environment, by the absence of disciplinary problems, such as riots and rebellions, and by the humanized treatment practiced in the unit.

The projects developed in the CDRL have been replicated in other units in the state. The local management believes that the prison environment needs organization and discipline, as premises for the humanization and (re)socialization actions to reach everyone. The dynamics of these actions, according to the management, is based on the tripod server, inmate and visitor.

Projects are developed by aiming at the well-being and the improvement of the quality of life of public servants, reducing absences due to health problems and offering a more emotionally balanced environment – a reality that contributes to minimize dissatisfaction (feelings of injustice or relative forgetfulness) when opportunities are

offered to inmates. For this public, there is a therapy center, a barber shop, a beauty center, and a gym.

For the inmates, 20 resocialization projects are developed. One of them is Radio Vox: broadcasting radio-like programs through the unit's sound system, improving internal communication, providing religious assistance and bringing the family closer - through attractions in which messages recorded by the family are played and transmitted, comforting the inmates and reducing their homesickness.

The initiative also provides a radio workshop – a way to develop the communication and interaction skills of the inmates, giving them a leading role in activities such as narrating soccer games or participating in live interviews. During the pandemic, when the units were isolated, the inmates were able to continue receiving religious assistance through programs recorded and played on Radio Vox.

For the family members, there are actions to get closer, opening channels to hear demands and ask questions. The "Inside" project, in which family members are invited to get to know all the environments of the prison unit - including the cell in which their family member is placed - dispels the concern that the CDRL is an environ-

ment of mistreatment, besides showing the humanization of the space, relaxing

the relationships and attracting family members to be partners of the project¹¹

Activities of the Program of Humanization of Penitentiary Management

The PHGP is directly linked to the office of the Secretary of Justice, and it has the role of implementing the government policies and actions included in its scope. The Secretariat of Justice carries out periodic evaluations of the penitentiary system, from which it defines initiatives and adjustments for the PHGP.

Another front of the program is tactical, dealing with diagnoses and complaints from prison units. It seeks to cease

problems and to promote reparations, when violations are detected, and to prevent them, when available information allows to avoid transgressions and crises.

The program's action plan is broad, guaranteeing both strategic actions and the treatment of punctual occurrences.

It is worth mentioning other activities of the Program:

- PHGP members represent SEJUS in Law Councils, Committees, and Technical Chambers.
- The Program offered, to interested prison servers, Human Rights Specialization Course, held in the years 2017 and 2018, at the Penitentiary School - EPEN.
- The prison servers' band was created, a project that makes the coexistence among the professionals more dynamic.

Costs for the development and implementation of the Program of Humanization of Penitentiary Management

The cost for the operation of the program is low, since there is no specific server, because the operational activities are performed by the existing team. This demand is foreseen in the SEJUS budget. The composition is by ordinance in the

Diário Oficial. The election of the coordinator has as a prerequisite the practice in human rights actions. Its operation is like the one of a Working Group, a Commission. By accepting to be part of this commission, the SEJUS employee

¹¹ Due to the pandemic, the awards were not held in 2020 and 2021.

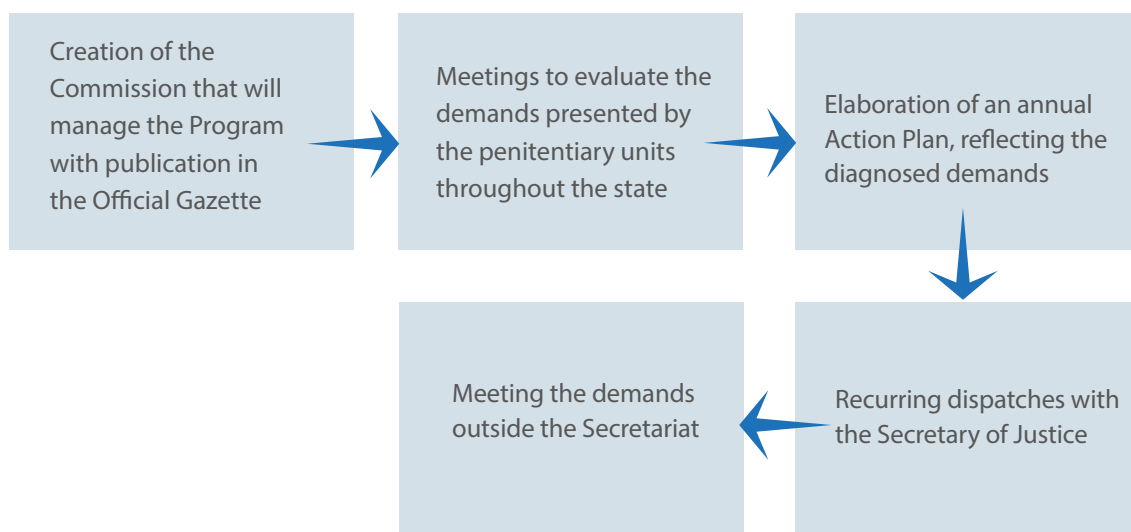
commits to work in the Program without extra compensation.

Like the Humanization Program, the Humaniza Award, linked to the program, also has no fixed budget. Every year, the budget demand is presented. The per diem, fuel, trophy, honorable mention (frame with glass) and the prizes that vary every year, cost an average of R\$ 85,000.00,

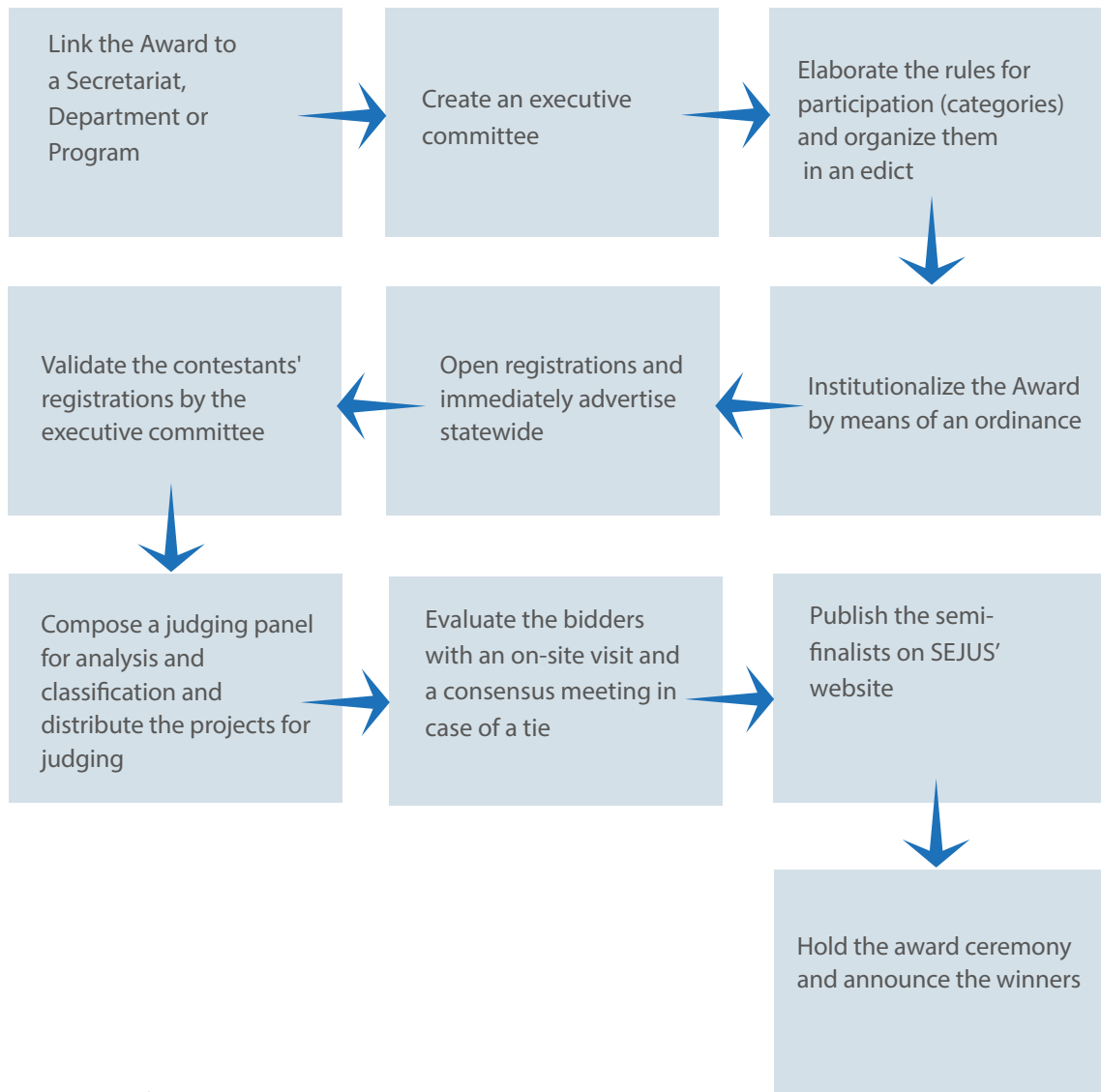
according to the budget of the last edition.

The regulation of the Humaniza Award by Decree is in progress (the minute has already been handed to the State Government), which will guarantee a specific budget and under the control of its coordination, favoring the management and transparency of the initiative.

Flow of activities of the Program of Humanization of Penitentiary Management



Flow of Humaniza Award activities



Overview

Normative of the Program of Humanization of Penitentiary Management:

Restructured through Ordinance N° 1,630-S, of November 22, 2013, the Program for Humanization in Penitentiary Management, within the scope of the State Secretary of Justice, is linked to the Office of the Secretary of Justice.

Humaniza Award Guidelines: Humaniza Award, through ordinance 1405-S, of September 27, 2013, to recognize state public servants who work directly in the penitentiary system of Espírito Santo state and who develop humanizing actions within the system.

Criteria for defining the PHGP agenda: The PGHP agenda is always aimed at the servant and the person deprived of liberty, so the result reaches society as well. There is a fixed agenda, such as the Humaniza Award and SEJUS' representativeness in the Law Councils, Committees, and Technical Chambers as well as the health of workers and training in human rights.

Criteria for selecting the initiatives to be awarded: The criteria for the Humaniza Award are defined in the ordinance that was instituted in 2013.

Suggestion of steps for the implementation of the Program of Humanization of Penitentiary Management

1. DIAGNOSIS OF REALITY

Recognize the need for the creation of a Program, especially to promote the humanization of prison management. The data from the diagnosis will be important to subsidize the project to create the program.

2. INFRASTRUCTURE

Identify the needs (physical structure, staff availability, financial resources, dedication of hours, partnerships...) so that the program can be created and implemented.

3. PROJECT

With the diagnosis ready, prepare a basic project to be presented to the government representative. Elements of the project: (1) Presentation and justification of its importance; (2) Objectives; (3) Stages of development and implementation; (4) Schedule and Action Plan with responsible parties; (5) Equipment and infrastructure; (6) Human Resources; (7) Budget. It is important that the project present the scope of activity of the Program.

4. INSTITUTIONALIZATION

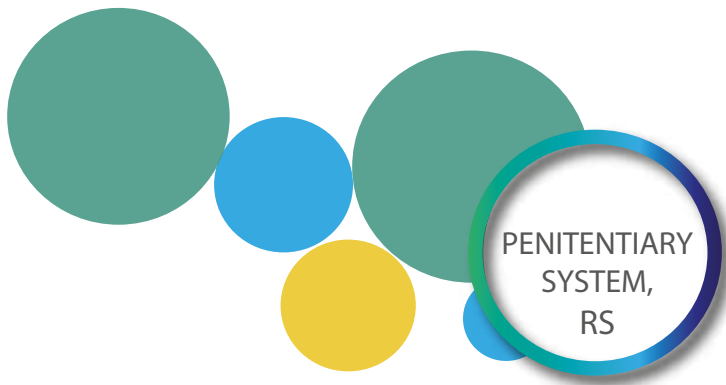
With the project ready, it is time to institutionalize the Program with the publication of an ordinance and the designation of the work team.

5. IMPLEMENTATION

Prepare the basic infrastructure for the operation of the Program; Define the Work Plan; Identify the gaps and classify in short, medium and long term and define the schedule of activities.

6. MONITORING AND EVALUATION

Establish a systematic monitoring and evaluation system for the project, with report flow and data collection, so that the impact of the project can be tracked.



Servant Service Section (Seção de Atendimento ao Servidor – SASS) of the Superintendence of Penitentiary Services (Superintendência dos Serviços Penitenciários – Susepe) of Rio Grande do Sul

The SUSEPE's Servant Support Section (SASS) focuses on the quality of life of the workers of the penitentiary system of Rio Grande do Sul. In its scope, there are the monitoring and the care of mental health, with the purpose of alleviating the suffering and gradual illness of the workers. It seeks to reestablish the resilience and the capacity for preventive and professional strengthening.

In operation since 2003, currently, SASS has its structure linked to the Division of Human Resources of the Administrative Department, of SUSEPE, through Ordinance No. 105 - GAB/SUP, since April 2015. In 2018, by Ordinance No. 001/2018 - GAB/SUP, the Internal Rules of SASS were instituted.

The SUSEPE's Servant Attendance Program (Programa de Atendimento ao Servidor – PASS) began with the initiative

of the servants themselves, who were concerned about improving the institution. It was conceived from the demands observed in the activities of the functional category. The initial diagnosis took into account the complaints about the gradual illnesses and the loss of quality of life of the prison system's employees. In this sense, a reflection and awareness work was proposed. It seeks a positive direction in the field of mental health, with the purpose of boosting the power of transformation of the person assisted, helping them explicit the consequences of the several destructuring, deteriorating, and criminogenic factors and effects that are inherent to the prison environment.

Based on these premises, a pilot project started, with the formation of a team of eight psychologists, selected

¹² According to the Priberam dictionary, these are criminal or deviant behaviors in relation to normative and socially accepted behavior. Available at: <https://dicionario.priberam.org/crimin%C3%B3geno>. Accessed on: Apr. 06 2022.

¹³ In the period under review there were eight (8) penitentiary regions in Rio Grande do Sul. Currently, the Superintendency is organized in 10 (ten) regions.

through their resumé and an interview. Each one of them started to work in the respective regions of SUSEPE .

This first moment had the objective of getting to know the reality of each regional office, the resources available, the possibilities, and the acceptance of the work. The positive results of the pilot project were fundamental for the institutionalization of the practice, which took place with the approval of the superintendent and the Superintendent of Penitentiary Services. Ever since, there has been an articulation among the Police Stations, along with the professionals from each region, with the objective of planning the necessary structure for the services. Then, in 2003, the creation of the SUSEPE's Servant Attendance Program was approved by the Superintendent. SUSEPE started to offer, through PASS, assistance to penitentiary workers in the areas of psychology and social service, in a broad and consistent format. In addition, the program has made regional contacts with universities and state and municipal secretaries, to propose partnerships to expand the work.

From the results obtained, the work gained definitive characteristics and, in 2007, it was transferred to the Human Resources Division (DRH). Since then, it has been officially part of the organiza-

tion chart of the Superintendency, as the SUSEPE's Section of Assistance to Servants - SASS.

In the last 18 years, SASS has been doing solid work in the penitentiary system of Rio Grande do Sul. Among its functions, the following stand out: provide individual and group psychosocial care; conduct periodic visits and appointments in prisons; provide assistance to family members, when necessary, in order to provide guidance and support in situations of conflict and suffering, among other social support activities; conduct consultations and home and hospital visits; attend to cases of servers involved in traumatic and post-traumatic situations ; make contacts and referrals to health institutions and doctors for consultations and hospitalization; guide and prepare the servants at the end of their careers to plan and deal with retirement, seeking alternatives to this new situation; act in partnership with the state medical expertise body in the cases of follow-up of situations of health leave, delimitation of function, readaptation or retirement; assist the Internal Commissions of Security and Health in the Penitentiary Service - CISSSPEN in the programs and actions of attention to the health and quality of life of the servants.

Care protocols

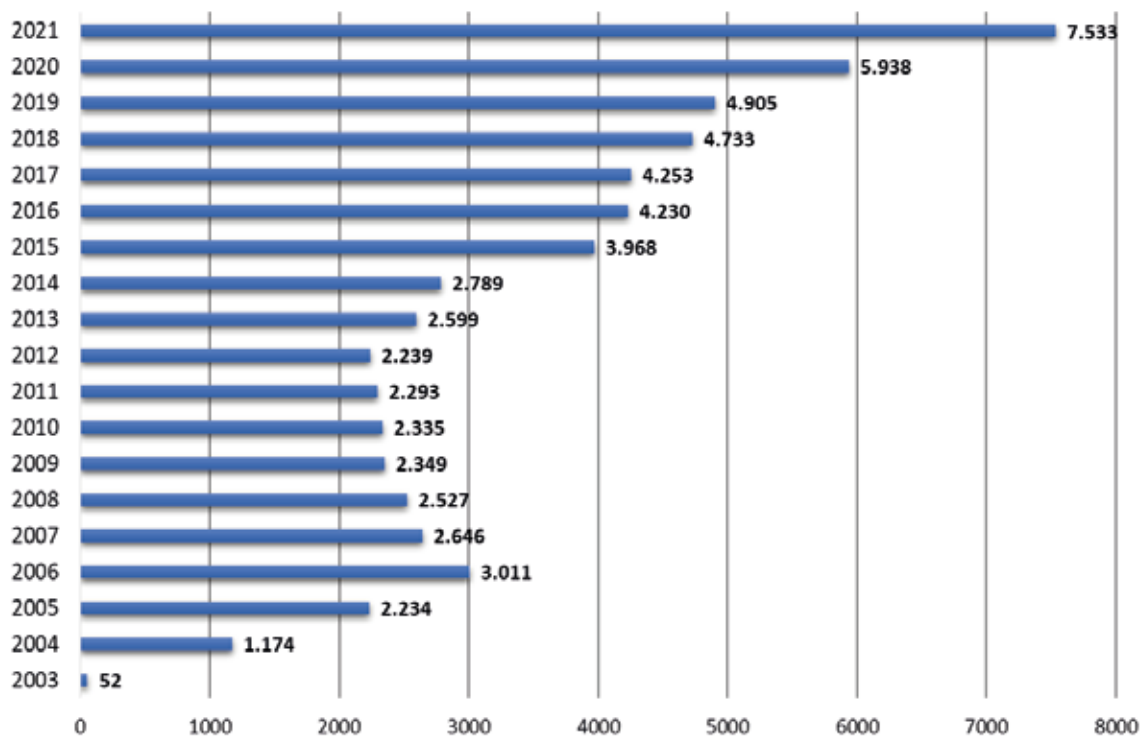
The care protocols define the forms of care for the staff member, who may be referred by the delegate, by the director, by indication of colleagues, or who may have spontaneously sought the service. The Section has also defined a set of electronic spreadsheets, with tables for data collection to be filled in by the professionals, as well as the frequency of group and individual supervision meetings.

Currently, SASS headquarters are located in the center of Porto Alegre – RS (downtown), using a set of rooms for their activities. In the interior of the state,

the attendance to the servant occurs in the regional penitentiary police stations, in prisons, and in places lent or provided by the community.

The largest number of appointments continues to be in the workplace, where the servant is, during the regular visits of the itinerant team to prisons. In 2021, SASS had a team of 12 psychology professionals, within the functional category of Superior Penitentiary Technician. Some have joined through internal selection, with the purpose of developing actions in their area of training.

Chart 1
Appointments made by SASS in 18 years (2003 – 2021)

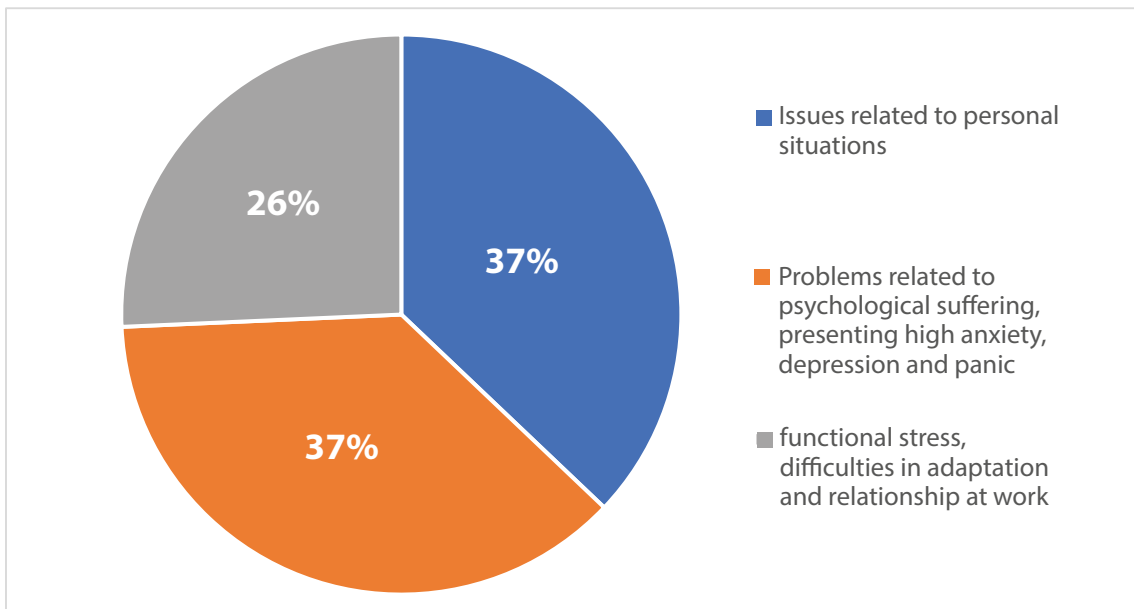


Source: SUSEPE's Servant Service Section Report - 2021.

The monitoring carried out by SASS reveals that, out of the 7,533 attendances in 2021, 37.1% indicated as their main complaint issues related to personal situations (family conflicts, family illness, problems in marital life/separation and bereavement); 37.2% reported,

during the appointment, problems related to psychological suffering, presenting high anxiety, depression and panic; and 25.7% indicated functional stress, difficulty in adaptation and relationship at work as motivators for seeking help.

Chart 2
Percentages of SASS care, in 2021, according to the main complaint that motivated the search for the service.



Source: SUSEPE's Servant Service Section Report - 2021.

When the problem detected is beyond the area of expertise of the psychologists' group, there are referrals to psychiatrists

from the public servants' health system. Even in these cases, the SASS team continues to accompany the employee.

Advances and readjustments

The program is undergoing constant improvement, looking forward to expanding the practical benefits to the staff and the appreciation of their professional performance. Throughout 2020 and 2021, the project adopted the

online service, creating an open service for collective participation, with approaches to pertinent themes to the diagnoses made. It is important to highlight that this modality, carried out by means of internet interaction tools, was imple-

mented according to the requirements of ethical and technical principles of the demand.

With this innovation, the work reached servers living in other cities in the state, in transit on business, enabling the monitoring of the health conditions of these workers more easily. In addition to individual care, the online modality facilitated conversation circles about mourning, in an attempt to support the employees who had lost family members who were victims of the Covid-19 pandemic.

Of the 7,533 services provided in 2021, 4,116 were online. Given the positive results, the Internet service will be incorporated into the demands and traditional structure of the work of SASS, with new possibilities of access and fulfillment of future service needs.

Another innovative initiative was the creation of the subject of Mental Health and Work, taught by SASS, in the curriculum of the School of Prison Service (Escola do Serviço Penitenciário), currently providing a 10 hour-class. This action enabled a greater awareness of the student-servers about the processes of illness inherent to the work in the penitentiary system, favoring the search for assistance whenever necessary.

SASS has also been innovating in the proposals of assistance to public servants - for instance, with the Restorative Justice practices, using the Peacemaking Circles methodology. The goal is to hold meetings that generate safe spaces for dialogue. These group consul-

tations are used both for prevention and for conflict resolution and/or transformation. In prevention, moments of dialogue are provided, with Circles that address diversified themes: celebrating important dates, strengthening self-esteem, self-care, healthy relationships, emotional needs, support, and preparation for retirement, among others. The Circles are also used in conflict situations, when we try to follow the steps of the methodology in order to transform the conflict into agreements between the parties.

It is important to highlight that, in this project, SASS is based on the 2016 Rio Grande do Sul State Interinstitutional Cooperation Protocol, renewed in 2019. The norm establishes Restorative Justice as a State Public Policy, strengthening the institutions that already use it and encouraging those that have not yet deepened their knowledge or initiated its adoption. Partnerships among the powers are fundamental for the strengthening of Restorative Justice practices. The support of the Judiciary is a basic condition for the success of the practice - especially through the Court of Justice, which enables capacitation and training for SUSEPE and SASS.

Currently, there is a project to expand the service provided by SASS. The possibility of integrating professionals from the Social Services and those working in research to the program has been studied. The idea is to establish support and treatment networks in the

community for referrals of psychiatric cases, chemical dependency cases, or

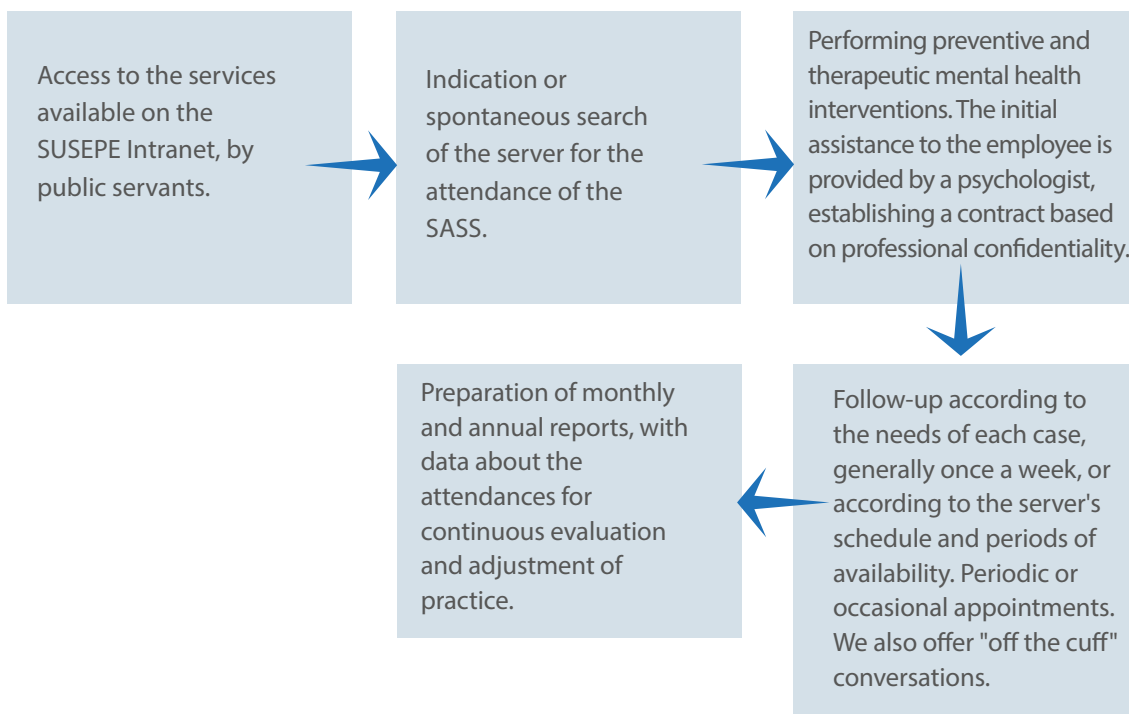
cases that require physical therapy, alternative therapies, among others.

Costs for development and implementation

The survey of costs for the implementation of the project depends on the demand to be met. In the case of SASS, the annual budget for maintaining the project in 2021 was about R\$40,000.00 (excluding psychologists' salaries). It is important to highlight that this value can vary according to the dimensioning of the action.



Flow



Overview

Normative: Ordinance No. 105 - GAB/SUP, April 2015, which established the section in the structure of SUSEPE. Ordinance No. 001/2018 - GAB/SUP, which presents the Internal Regulations of the SUSEPE's Servant Service Section (SASS);

Information Management: : every month, the regional teams prepare a report with their attendance figures and send it to the coordination at the SASS headquarters. At the end of every year, a consolidated report is prepared and sent to the institutional managers;

Criteria for selecting the professionals to be attended: the project started with the objective of attending all the employees of SUSEPE in Rio Grande do Sul, through spontaneous search or referral. By considering the person in an integral perspective, the assistance is not necessarily motivated by work-related issues - it can result from personal or family issues, or from aspects related to mental and emotional health as a whole. The care extends to family and hospital support, and to follow-up after situations of conflict and mourning. The indication for assistance can be done by spontaneous search by the staff member, approach by the SASS team during visits to the prisons, indication by supervisors and departments, indication by co-workers, or indication by family members;

Philosophy of care: based on the strategy of valuing each step taken by the patient, it provides the possibility of rethinking their quality of life, through preventive and therapeutic actions. It is emphasized that the work observes the fundamental principles of ethics and confidentiality.

Promotion: several resources are used, such as: letter to promoted the work to public servants; promotion with the participation of SASS professionals, accompanied by delegates, in meetings and visits to prisons in the region; space in social networks and SUSEPE's Intranet, in which information about events and project actions are published.

Photo: SASS team in activity. SASS collection, 2022.



Suggested Implementation Steps

1. TEAM FORMATION

Define the team that will coordinate the initial development and implementation of the project. This group will be responsible for preparing the diagnosis and the project. At this moment, it is important to involve the leaders, penitentiary delegates, and department directors, in order to engage and mobilize the adhesion of all instances of the state penitentiary system.

2. DIAGNOSIS

Identify the demand to be met, the target audience, the necessary physical structure, the normative to be edited, the necessary human resources, the sector that will be responsible for the coordination and the origin of the resources.

3. PROJECT

With the coordinating team in place and the diagnosis made, prepare a basic project to be presented to the responsible departments. Elements of the project: (1) Presentation and justification of its importance; (2) Objectives; (3) Stages of development, implementation and testing; (4) Schedule and Action Plan with Responsible Parties; (5) Equipment and infrastructure; (6) Human Resources; (7) Budget.

4. PILOT

Conduct a pilot project. In the practice implemented by SASS, a team of 08 psychology professionals was assembled, properly selected by means of a resumé and interview, for each prison region. These professionals started to work in the respective regions. The purpose of the pilot work was to get to know the reality of each of the territories, the resources available, the possibilities and the acceptance of the work. The time frame for the pilot work can be defined according to the reality of each state.

5. PILOT EVALUATION

With the results of the Pilot Project, analyze the adjustment points, adapting issues, such as infrastructure, service protocol, human resources, administrative procedures, budget, among others.

6. INSTITUTIONALIZATION

After evaluating the results of the implementation of the Pilot, write minutes that will serve as a basis for the development of institutionalization rules. It is necessary to obtain the endorsement of the heads and leadership of the state's prison services.

7. IMPLEMENTATION

- Prepare the basic infrastructure for the services, both at headquarters and in the regions;
- Hire the human resources;
- Establish referral and care protocols, standardized forms and the frequency of supervision meetings.

8. COMMUNICATION PLAN


Define the strategy of work communication to the public and of engagement from the delegates and directors in the promotion and sensitization to participate in the project.

9. MONITORING AND EVALUATION

Establish a routine for systematic monitoring and evaluation of the project. It is necessary to create a schedule of meetings of the coordinating teams for evaluation and resizing, when necessary. It is also desirable to establish a flow of reports and data collection of the services performed, so that the impact of the project can be tracked.

Photo: SASS team in activity. SASS collection, 2022.





DESCRIPTION OF THE 15 PRE-SELECTED PRACTICES

To increase the repertoire of the readers of this Guide, the Ministry of Women, Family and Human Rights (MMFDH – Ministério da Mulher, da Família e dos Direitos Humanos) has chosen to share information about the 15 pre-selected practices. Organized in alphabetical order of the states where they were implemented, the initiatives received scores between 13 and 15 points.

ALAGOAS

Crisis Management, Human Rights and Community Police Center of the Military Police of Alagoas (Centro de Gerenciamento de Crises, Direitos Humanos e Polícia Comunitária da Polícia Militar de Alagoas - CGCDHPC)

The project is aimed at the community and it is concerned with the training in conflict mediation and Human Rights of the police officers who work at the center. With an integrated approach, the agent maintains articulations that identify him as a guarantor and subject of Human Rights.

Created in April 1997 as a result of the Eldorado dos Carajás massacre, which took place a year earlier in Pará - when 19 landless workers were killed - its first activity was to offer a Human Rights course for the Alagoas Corporation.

The Center has 27 military personnel (12 officers and 15 enlisted men), who have undergone training and education on Human Rights and profile analysis. Besides the daily exercise of its function, the team holds meetings to discuss case studies, internal balances, and they are always offering continuous training to the staff, aiming at the search for new alternatives and methodologies to solve the occurrences.

In 2003, the CGCDHPC of Alagoas was nominated and won the National

Human Rights Award, on which occasion the unit was recognized as the most Citizen Police in Brazil. After receiving the award, the Center gained more notoriety and became a reference for other states, mainly in what concerns the resolution of agrarian conflicts.

The effort to avoid blunt abrupt interventions by the police force spares physical and emotional stress, especially for the officers themselves. For this reason, dialogue and instruction through trainings are the main techniques and tools used in the unit, generating good internal results, with the agents, and external results, with the population.

The Center collaborates with the Post-Traumatic Stress Disorder (PTSD) Prevention Program, an initiative that took shape with a partnership between psychologists from the Social Assistance Center, the CGCDHPC, and the Military Police Medical-Hospital Center. The program aids police officers involved in critical events. Individual consultations, visits, lectures, and groups are planned.

ALAGOAS (Maceió)

Human Rights Training for the Municipal Guard of Maceió

A Guarda Municipal de Maceió foi criada em dezembro de 1989. Entre 2005 e 2006, como resultado de parcerias com

o Departamento Nacional de Segurança Pública (Senasp), a formação de profissionais vinculados à guarda passou por reformulação e uma abordagem comunitária

policing philosophy was adopted. As of 2007, it followed the guidelines of the National Program of Public Security with Citizenship (Programa Nacional de Segurança Pública com Cidadania - Pronasci), with emphasis on the Valorization of Public Security Professionals and on community involvement guidelines.

Since then, the concern has turned to the development of knowledge, skills and competencies of these professionals. As

part of the training process, the Guard's management included a training module on Ethics, Human Rights and Citizenship, in which the Universal Declaration of Human Rights, the role of the guard in a democratic society, and the relations between Human Rights and Public Security are discussed.

In addition to the training course, municipal guards who carry weapons also receive mandatory training and psychological evaluation.

BAHIA (Salvador)

Center for Human Valorization of the Municipal Civil Guard (Centro de Valorização Humana da Guarda Civil Municipal - CVGCM)

Linked to the Human Development Management, the Human Appreciation Center of the Salvador Municipal Civil Guard (Centro de Valorização Humana da Guarda Civil Municipal - CVGCM) was created in 2016 and carries out various multidisciplinary activities, as well as operations related to the well-being of the servant.

The Center's Nucleus for Appreciation and Promotion is responsible for the formulation and implementation of actions and programs that encourage talent and for activities that promote the physical and mental well-being of the public servant. Among the actions, the following can be found: assistance given in the Meetings of Women Municipal Guards of Bahia, lectures on nutrition, actions to value the creative economy and seminars of psychosocial attention.

The Center is also responsible for the development, supervision, and application of multidisciplinary procedures and programs that support GCM. In activity since 2018, this project aims to guide,

welcome, and promote specialized psychotherapeutic care for the Municipal Civil Guard. The body's team is composed of a female social worker, a female psychologist, and a female psychiatrist, who treat and ensure the identification of psychological and emotional problems or disorders, such as anxiety, depression, and relationship difficulties.

Among the sector's activities, there is the creation of programs for valuing and developing mental health, such as conversation circles and family welcoming, in addition to multidisciplinary, care, and psychosocial services.

Through a partnership signed with a higher education institution in Bahia, the Salvador GCM started to count on Psychology graduate students and expanded its services; group dynamics and psychological support are offered to the public servants, promoting the reduction of psychological damage caused by the constant exposure to violence during the work period.

GOIÁS

Doctorate in Human Rights for Public Security Professionals

Offered by the Federal University of Goiás (UFG), in partnership with the State Public Safety Secretariat (SSPGO), the doctorate in Human Rights is the first in Brazil made specifically for Public Safety professionals. The initiative was fostered by the Ministry of Justice and Public Safety (MJSP).

The selection process had seven military police officers approved, among the twenty vacancies offered to career professionals of the Public Security of

the State of Goiás. All of those approved, besides passing the selection and other requirements, meet the requirement of having at least eight years of service to the institution.

The doctoral students will develop research that meets the needs of public security and, in particular, the axes of Ordinance 790/2019 of the Ministry of Justice. The course will be held at the Goiás Military Police Academy.

MATO GROSSO

Management for the Defense of Women's Rights Military Policeman

In order to repress cases of sexual and moral harassment to which policewomen are susceptible in their work environment, the General Command of the Mato Grosso Military Police (PMMT – Polícia Militar de Mato Grosso) created, through Ordinance No. 211/DGP/QCG/2015, the Management for the Defense of the Rights of Military Policewomen.

This is an institutional space established at the headquarters of the Inspector General's Office to attend to victims of gender-based conduct, causing moral, physical, sexual, or psychological suffering or harm, within

the scope of the Mato Grosso Military Police (PMMT), which is empowered to hold aggressors accountable and seek solutions.

The Seminar Moral and Sexual Harassment against Policewomen, with the theme "An Institutional Approach in Favor of the Human Rights of Military Policewomen", held in 2015, marked the creation of the Management.

To receive complaints, specific channels have been created. Interactions can be made by phone (55)(65) 99997-6234 or by the e-mail address defesadamulherpolicial@pm.mt.gov.br.

MINAS GERAIS

Code of Ethics and Discipline for the Military of Minas Gerais

The Code of Ethics and Discipline for the Military of Minas Gerais was instituted by Law 14.310, of June 19, 2002. The document extinguished, in an innovati-

ve way, the disciplinary arrest. This can be considered an advance in the search for the guarantee of the constitutional rights of the security agent.

With the purpose of defining, specifying, and classifying disciplinary transgressions and establishing rules for disciplinary sanctions, concepts, appeals, and rewards, as well as regulating the Disciplinary Administrative Process and the operation of the Units' Military Ethics and Discipline Council, the code applies to active and reserve military personnel.

MINAS GERAIS

Educators for Peace Project (Projeto Educadores para a Paz)

Developed by the Military Police Academy of Minas Gerais (APM-MG), the Project Educators for Peace joins practical activities to the rules learned in the classroom about Human Rights. Second-year cadets from the Officer Training Course (CFO-PM) are trained and engaged to give lectures to the school community on human rights and citizenship.

Divided in trios, the future officers go to public and private schools, where they act as educators, developing human rights lessons through playful workshops.

The innovation of Minas Gerais can be recognized by the fact that, only 13 years after approving the extinction of the disciplinary prison sentence for military police officers and firefighters, the Senate approved, in 2015, Law 148, to recognize the same right to military agents of all other states and the Federal District.

The work is done with students from the 4th and 5th grades of elementary school. They encourage the participation of each one in the formation of a fairer society. The project is supported by pedagogy professionals, who prepare the cadets in five-day training courses.

The practice received the National Human Rights Education Award in 2010, presented by the Organization of Ibero-American States, the Ministry of Education, the Special Secretariat for Human Rights of the Presidency, and the SM Foundation.

RIO DE JANEIRO

Attention to Police Officers and their Families - Commission for the Defense of Citizenship and Human Rights (CDCDH - Comissão de Defesa da Cidadania e Direitos Humanos da Alerj)

The Commission for the Defense of Citizenship and Human Rights (CDCDH) of the state of Rio de Janeiro is one of the 20 permanent commissions of the Legislative Assembly of Rio de Janeiro (Alerj), which analyze draft bills proposed by deputies before they are voted on in the plenary. The objective is to monitor and

to manifest itself on programs and actions related to all Human Rights and, if necessary, to act in case of violations. For some years now, the commission has been paying attention to the conditions of the state's security agents. In addition to receiving and dealing with denunciations of human

rights violations, the commission also searches for the victims and/or their families to offer/provide assistance.

In November 2015, the commission held a public hearing to discuss sexual harassment suffered by female military police officers. Held based on an anonymous complaint from a policewoman, the process eventually led to five other complaints to the Military Judiciary Police - two of which confirmed assaults.

Another initiative was the approval, in 2019, of Draft Bill No. 1,183, which created a program to combat suicide and psychological suffering of security agents. In response to a demand presented by a representative of the Central Nucleus of Psychology of the Military Police of Rio de Janeiro, the commission held a public hearing on the health problems faced by the professionals. The project was based on the Bulletin GEPeSP 2019 on suicide data for police officers in the state.

The work of the Alerj Commission resulted in the approval of Law No.

8.591/2019, which created the Program for the Prevention of Self-caused or Self-inflicted Violence for security and penitentiary agents. With the purpose of attending and training civil police officers, military police officers, firefighters, prison inspectors, and agents of the General Department of Socio-Educational Actions (Departamento Geral de Ações Socioeducativas – Degase), the program deals with helping to face the manifestation of psychological suffering and suicide prevention.

The prevention of self-caused or self-inflicted violence observes the following guidelines: the multi-professional perspective in the approach, multidisciplinary care and listening, discretion in the treatment of emergency cases, integration of actions, institutionalization of programs, monitoring the mental health of civil and military police officers, firefighters, prison inspectors, and Degase agents - through the Service for Police Officers' Health Care (Serviço de Atenção à Saúde do Policial – Sasp).

RIO DE JANEIRO

Afro-Brazilian Studies Center (Núcleo de Estudos Afro-brasileiros – Neab)-D

The Center aims to foster institutional practices in the Department of Social and Educational Actions (Departamento Geral de Ações Socioeducativas – Degase) that contribute to the fight against racism - through the Education of Ethnic-Racial Relations. Structured in three planned, permanent, complementary and continued actions, in the scope of Afro-Brazilian Studies, linked to the strategic goals of the School of Social and Educational Management (Escola de Gestão Socioe-

ducativa – ESGSE), it promotes the continued formation of operators of the social and educational system of Rio de Janeiro.

To promote institutional practices, the core publishes the *Aú* magazine, which publishes content of interest to the social-educational system produced by Degase employees and partners. Furthermore, it holds the Neab-Degase course for continued training in education for ethno-racial relations, with the goal of raising the level of professional

qualification of operators in the social-educational system. It also promotes the Neab-Degase Meeting: racial relations and

RIO GRANDE DO SUL

Servant group attendance

The Foundation for Socio-Educational Care (Fundação de Atendimento Socioeducativo – FASE) of Rio Grande Sul implemented actions to attend to groups of employees, with emphasis on Peacemaking Circles. The action is focused on restorative practices as preventive and interventive tools for functional conflicts. The proposal is to provide a safe environment for dialogue, the exchange of experiences and reflections, in which participants can develop emotional awareness,

social-education – to add quality to internal interpersonal relations and those with society.

aimed at understanding themselves and others, to foster collective work through ethical and respectful relationships, and to qualify interpersonal relationships and improve the institutional climate.

As a practice, restorative justice works on understanding, focusing on the needs of all involved. This group of servers attended by the initiative includes the security agents who work in the state.

SÃO PAULO

PM Department Victim

Created in 1983 by the Military Police Internal Affairs Office of the State of São Paulo (Polícia Militar do Estado de São Paulo – PMESP), the PM Victim Department aims to tackle the numerous cases of murder of military police officers. In 2017, 179 military police officers were registered as victims of threats; 140, of attempted murder; and 58 were murder victims. These figures have caused insecurity

among the state's public security agents.

The Department acts to protect military police officers who feel threatened, and their families. It carries out field activities in order to identify and produce evidence, working in collaboration with the Civil Police. One of the actions of the Military Police Victim Department is the orientation of the internal public, through lectures.

SÃO PAULO

Mental Health System of the Military Police of the State of São Paulo Programs (Sistema de Saúde Mental da Polícia Militar do Estado de São Paulo – Sismen)

Sismen was created by state law Nº 9.628, in 2001, and its purpose is to assist military policemen in cases of emotional unbalance, through its own resources or through partnerships with educational and health establishments - formalized

according to legal requirements. Another attribution is to develop, along with the Military Police Medical Center, prevention programs for security agents in the field of mental health.

The Psychological and Social Care

Center (Centro de Atenção Psicológica e Social – Caps), which had 54 psychologists and 10 social workers in 2017, is the technical coordinator of the Psychosocial Care Centers (NAPs). In 2020, there were 35 centers in the state (capital and inland), with programs aimed at maintaining the mental health of Military Police officers.

Among the initiatives underway (some have already been completed) there is Military Police Support and Monitoring Program (Programa de Acompanhamento e Apoio ao Policial Militar – PAAPM). Created in 2002, the PAAPM offers psychological assistance and evaluates the active-duty officer when there is involvement in situations of risk to their physical and psychological integrity. It also attends to Military Policemen who have experienced traumatic situations, such as tragic rescues and rescues, serious traffic accidents, interventions with fatalities or injuries, aggression against the agent or his family members, among others.

Another initiative is the Suicide Prevention Program (Programa de Prevenção em Manifestações Suicidas – PPMS). Institutionalized in 2004, it is carried out in partnership with the Intelligence Center (Centro de Inteligência – CIPM) and the Internal Affairs Office of the Military Police of the State of São Paulo (Corregedoria da

Polícia Militar do Estado de São Paulo – PMESP). It aims to promote the prevention, assistance, treatment, and professional reintegration of military police officers who show suicidal behavior. Among its universal prevention actions, one can find awareness-raising lectures in the units, leaflet promotion, production of campaign booklets with the objective of deconstructing prejudice against mental health, professional training and qualification for the execution of the PPMS activities.

The Counseling Program for Newly Trained Military Police Officers (Programa de Aconselhamento para Policiais Militares Recém-Formados – PAPRF) was created in 2015, and it is aimed at second-class soldiers and officer aspirants. It takes place with volunteers who have completed the Officer Training Course (Bachelor of Police Sciences in Security and Public Order) and the Soldier Training Course (Higher Technical Course in Police Sciences in Security and Public Order). It helps in the adaptation of the passage from the academic environment to professional practice, since the agent ends up perceiving and experiencing the possibility of their own death, the death of companions or of people in conflict with the law, which can be challenging.

SANTA CATARINA

Order of Operations with Provision for Guaranteeing the Exercise of Votes to Military Firefighters on Duty

In 2014, the then federal deputy lieutenant Gonzaga presented a draft bill amending Article 233-A of the Electoral Code, which provides for the transit

voting of voters within the national territory. Among the subsections, there is the enabling of transit voting for firefighters and military police officers, with

the submission to the Electoral Justice, by the Military Administration, of the list of agents who will be on duty on election day. The content of the PL was incorporated into the text of Federal Law 13,165, published on September 29, 2015.

Guaranteeing voting rights to public security agents and military personnel is justified by the fact that, during voting periods, almost the entire force is put on duty. In addition, military personnel deployed to other regions, in previous elections, could not exercise their right to vote. In this context, the TSE made official Resolution 23,554, of December 18, 2017, authorizing transit voting for military personnel.

In this context, to guarantee the right to vote of military policemen and firemen

in Santa Catarina, the Order of Operations of the Santa Catarina Fire Department (CBMSC) was created. Implemented annually, its purpose is to guide the Military Firefighter Organizations (Organizações de Bombeiro Militar – OBM) as to the planning and execution of the State Integrated Public Safety Plan for Operation Elections.

The Operation Order has a set of execution determinations. Among them, it is provided that "military firefighters who are scheduled for duty shall be excused by their respective Commanders to exercise their right to vote. Preferably, the firemen should report for duty after they have voted, progressively replacing the others who are leaving duty".

SANTA CATARINA

Training in Restorative Justice and Peacemaking Circles for Servers of the Santa Catarina Socio-Educative System

In August 2019, the Restorative Justice Program, maintained by the Department of Socio-Educational Administration (Departamento de Administração Socio-educativa – Dease), made official the creation of the Restorative Justice Nucleus (Núcleo de Justiça Restaurativa – NJR), consisting of trained servers and partners from the Public Ministry and the Judiciary.

Its objective is to provide training and experiences of Peacemaking Circles to professionals from the Chapecó, Xanxerê, São Miguel do Oeste, São José do Cedro, Concórdia, Caçador, Curitibaanos, Joaçaba, Rio do Sul, Lages and Florianópolis Units. In these trainings, space was created to reflect on alternative ways of solving

conflicts, to discuss the theoretical and methodological foundations of Restorative Justice, Peacemaking Circles and Non-violent Communication, to understand the possible applications of restorative practices, to experience tools and components of the theories, promoting integration and connection between servers, efficient communication, support and personal and group strengthening.

The program aims to reach all Socio-Educational Units and to be extended to the prison system. The Dease has elaborated a manual detailing the development of the implementation process of the Restorative Justice Policy in the Santa Catarina Socio-Educative System.

TOCANTINS

Courses at the Superior School of Penitentiary Management (Escola Superior de Gestão Penitenciária – Esgepen)

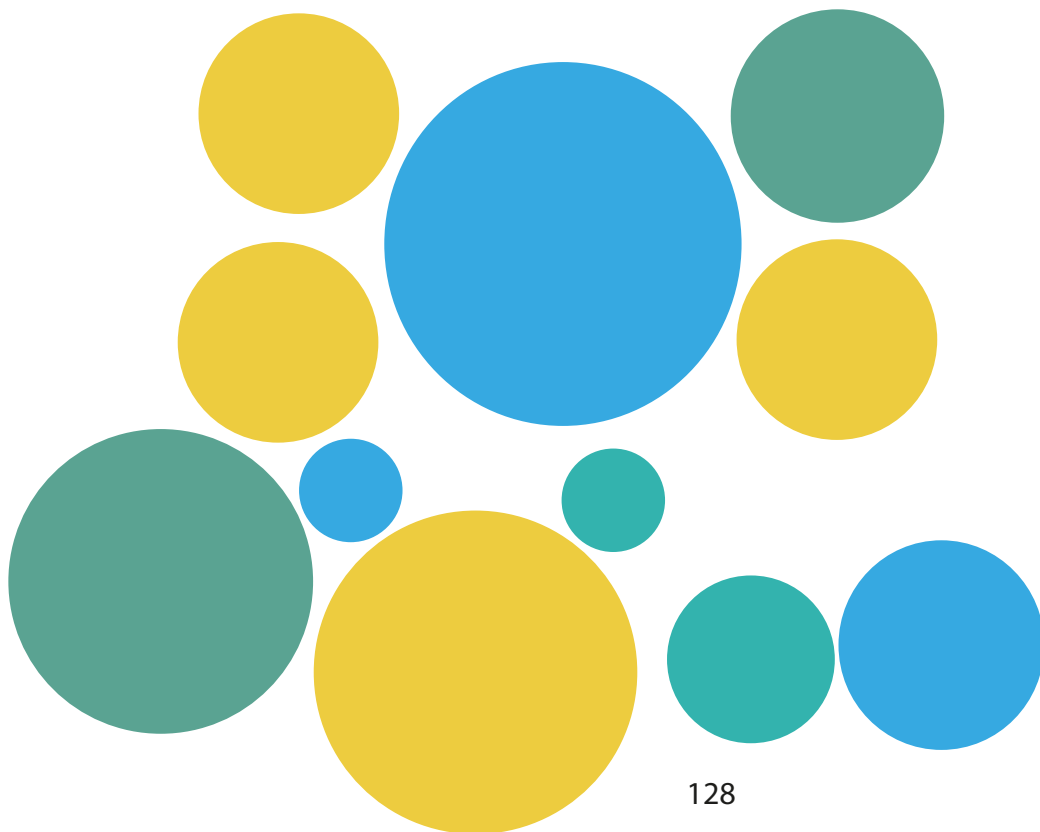
Esgepen has the objective to strengthen public policies of the penitentiary system. It promotes and plans courses aimed at the qualification and development of the penitentiary and prison system's employees, with the purpose of permanently qualifying the employees in service, professionalizing the work developed and seeking to make the state of Tocantins a reference for Brazil's prison system.

Besides the Basic Penitentiary Intelligence Course and the Open Tactical Training, it also offers the Physical Aptitude Test (Teste de Aptidão Física – TAF) of the Penitentiary System, which selects public servants to participate in courses in other units of the federation, of the securi-

ty forces that operate in Tocantins, of the Institutional Operational Courses of the Penitentiary Department (Departamento Penitenciário – Depen), and of preparation for acting in the Penitentiary Intervention Task Force (Força-Tarefa de Intervenção Penitenciária – FTIP).

It also has a Graduate Course in Penitentiary and Prison Management, which follows the Curricular Base of the National School of Penal Services. The proposal is the professional qualification of managers, focusing on efficient management and humanized custody.

In 2018, there was the implementation of the three guiding axes of Esgepen's Mission and Vision: Management, Safety and Worker Quality of Life.



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