

Witold Mazurek^{1 A,B,C,D,E,F}
Grzegorz Fuchs^{2 A,B,C,D,E,F}

**INTUICJA W PODEJMOWANIU DECYZJI ISTOTNYCH
DLA BEZPIECZEŃSTWA PERSONALNEGO
W JEDNOSTKACH PENITENCJARNYCH**

**INTUITION IN TAKING DECISIONS CRUCIAL
FOR THE SECURITY OF PERSONNEL
IN PRISON UNITS**

Received on: 23/05/2021 Approved on: 15/06/2021 Published on: 30/06/2021

DOI: 10.5604/01.3001.0014.9298

Original Article

Source of funding – own research

A – research design; B – research performance; C – statistical analysis; D – data interpretation; E – preparation of manuscript; F – literature review

Summary

The authors take up a subject of security in penitentiary units. On the basis of the results of research, analysis of statistical data, source literature and own experience in activities undertaken for the security of the state, they analyse selected aspects of making decisions aiming at counteracting the occurrence of undesirable incidents in penitentiary units. The key role in counteracting these incidents in an effective way is played by preventive activities, which are of a continuous nature. Professional execution of

¹ Habilitated doctor Witold Mazurek, official in the national government administration, professor at the Jesuit University Ignatianum in Kraków, e-mail: witold115@op.pl, ORCID: 0000-0002-4651-8601.

² Grzegorz Fuchs PhD, Detention Centre in Myslowice, e-mail: grzegorzfuchs@gmail.com, ORCID: 0000-0003-4632-6017.

official duties allows to prevent crisis situations. The circumstances of the decisions made in their course, as indicated by the presented research, may affect following one's intuition.

Key words: security, penitentiary units, making decisions, intuition.

Abstract

The authors undertake the issues of security in prison units. Basing on the results of research, analysis of statistical data, literature on the subject and their own experience in work for state security, they analyse selected aspects of decision-making aimed at preventing undesirable events in penitentiary units. Prevention plays an essential role in effective action against different incidents. Professional implementation of duties in this area prevents crisis situations. The circumstances in which these decisions are made, research suggests, may influence staff to follow their intuition.

Key words: security, prison units, decision making process, intuition.

Introduction

The article is devoted to selected aspects of making decisions in penitentiary units. The authors focus on the process of prevention by the personnel of prisons and detention centres of undesirable incidents, having a particular regard to those which may prove to be traumatic, such as: assault on an officer or an employee, suicide, rape, abuse of a prisoner, fight or beating³. The analysis of the results of research and statistical data, substantiated by the review of source literature in the scope of penitentiary science, studies on security as well as professional experience of the authors, indicate the need to pay attention to the issue of decision-making in the scope of personal safety by the "front-line" personnel. The activities performed by the officers and employees of the Prison Service with regard to the prevention of threats occurring in penitentiary units are strictly

³ Ordinance No 1/2018 of the Director-General of the Prison Service of 3 January 2018 concerning on-duty service in organisational units of the Prison Service, incidents which may occur in the Prison Service and the manner of their explanation and documentation (hereinafter: Ordinance 1/2018 DGPS).

defined in the provisions of law concerning particular areas of their activity⁴ and are subject to evaluation and improvement⁵. The functioning of a prison or a detention centre encompasses several areas, among which the “provision of security and order”⁶ is crucial and conditions a proper execution of the remaining functions of an organisational unit.

The results of the studies carried out in the Polish penitentiary units⁷ indicate the presence of factors limiting the rational decision-making process in the work of the “first-line” personnel, which may imply following one’s intuition also during the execution of official duties related to personal safety. However, intuition in the penitentiary practice may be understood as *spiritus movens*.

The presentation of findings made in the course of research requires a wider elaboration. This article is aimed solely to signal the issue in particular in the scope of preventive activities, the professional execution of which may allow to prevent crisis situations.

1. Threat to security

The phenomenon of security refers to different aspects of reality. It is one of the primary needs of every human being. It relates to having knowledge and trust in the scope of “predictability of future events, which

⁴ Article 108 of the Polish Executive Penal Code of 6 June 1997 (Journal of Laws item 53, as amended; hereinafter: EPC); Article 11 of the Act of 24 May 2013 on measures of direct coercion and firearms (Journal of Laws, item 2418); Regulation of the Minister of Justice of 17 October 2016 on the protection of organisational units of the Prison Service (Journal Of Laws, item 1804; hereinafter: RMJ); Ordinance No 19/2016 of the Director-General of the Prison Service of 14 April 2016 on detailed rules of the performance and organisation of penitentiary work and the scopes of activities of the prison and therapeutic officers and employees as well as penitentiary units (hereinafter: Ordinance 19/16 DGPS).

⁵ Cf. instruction No 2/2016 of the Director-General of the Prison Service of 29 August 2016 on the prevention of suicides of people deprived of their liberty and Instruction No 10/2020 of the Director-General of the Prison Service of 5 November 2020 on the prevention of suicides of people deprived of their liberty.

⁶ Article 13 section 2 item 2 of the Polish Prison Service Act of 09 April 2010 (Journal of Laws of 2019, item 1427, as amended; hereinafter: PSA).

⁷ G. Fuchs, *Intuicja w bezpieczeństwie personalnym w jednostkach penitencjarnych RP*, Warszawa 2020 - unpublished doctoral dissertation.

confirm an objective order of social life”⁸. An interesting observation as to the phenomenon of security is presented by R. Zięba: “The perception of external threats by a given individual may be a reflection of an actual state of affairs or it can be false. This regard, as well as a high variability in time and space of the elements forming security, raise difficulties in the process of their cognition, and these are the cause of resignation of the researchers from creating a general theory of security. (...) Daniel Frei suggests to focus the exploration of the essence of security only on the analysis of objective and subjective aspects of a threat. Its model explains this phenomenon and, in a simplified way, includes the following elements:

- a state of insecurity, which is characterised by the presence of a serious real external hazard, and the perception of this threat is correct and adequate.
- a state of obsession occurring when an unknown threat is perceived as serious,
- a state of false security, which means a situation when an external threat is serious but is perceived as low,
- a state of security taking place when an external threat is low, and its perception is correct”⁹.

Taking into account the view of R. Zięba, it should be considered that people’s perception of both the phenomenon of security and the phenomenon of threat, has in each case a clear subjective nature¹⁰.

Among the statutory tasks of the Prison Service personnel, we can identify: 1) „protection of society against perpetrators of crimes (...) imprisoned in prisons or detention centres ; 2) ensuring order and security in prisons or detention centres; 3) performance of provisional detention in a way which secures the proper conduct of criminal proceedings”¹¹. The administration is obliged to undertake adequate measures in order to guarantee personal safety of prisoners¹².

The scope of threats and undesirable situations connected to the safety of personnel and people deprived of their liberty staying in penitentiary units is vast. Generally, these threats are recognised and defined, which does not

⁸ J. Maciejewski, *Grupy dyspozycyjne. Analiza socjologiczna*, Wrocław 2014, p. 205.

⁹ R. Zięba, *Instytucjonalizacja bezpieczeństwa europejskiego: koncepcje — struktury — funkcjonowanie*, Warszawa 2001, p. 28-29.

¹⁰ W. Mazurek, *Główne problemy we współczesnej edukacji dla bezpieczeństwa*, Kraków 2018, pp. 7-8.

¹¹ Article 2 section 2 of the PSA.

¹² Article 108 § 1, Article 209 of the EPC.

exclude the possibility of other, unspecified situations to take place¹³. These incidents are subject to monitoring and supervision¹⁴ by the authorities being superior to prisons and detention centres, which allows their explanation and optimisation of preventive actions.

Situations jeopardising security may be catalogued and understood in a various way, depending on scientific approach. For the purposes of this study, a definition used by the professionals should be provided: “an incident is a situation which caused: 1) a threat or breach of security of an organisational unit or a Prison Service convoy 2) a threat to life”¹⁵ of a prisoner, officer or an employee; 3) a breach of law by these people¹⁶. The table below presents the quantity of the selected incidents over the period of 2018-2020 in order to explain the scale of individual phenomena.

Table 1. Selected incidents in the Prison Service over the period of 2018-2020

incident	number of incidents	2018	2019	2020
assault on an officer		148	139	128
rape of a prisoner		1	2	3
abuse of a prisoner		41	32	18
discovery of a prohibited item		1302	1451	1022
suicide		25	23	27
fight or beating		127	132	73

Source: *Own elaboration based on the statistics of the Prison Service*¹⁷.

The table below demonstrates selected definitions of incidents which may occur in the Prison Service.

Table 2. Selected definitions of incidents which may occur in the Prison Service

¹³ Annex 1 to Ordinance 1/2018 DGPS.

¹⁴ Article 1, Article 11 section 1 item 6, Article 12 section 2 item 8 of the PSA.

¹⁵ § 2 section 1 of Ordinance 1/2018 DGPS.

¹⁶ *Ibidem*.

¹⁷ www.sw.gov.pl/strona/statystyka-roczna, lata: 2018-2020 (access: 22/05/2021). The authors refrained from the presentation of statistics concerning the remaining incidents, including incidents connected with the functioning of a penitentiary unit, evasion or its planning.

Incident name	Definition
assault on an officer	violation of the physical integrity of an officer or an employee in connection with the performance of official duties
rape of a prisoner	forcing into sexual intercourse or submitting to another sexual act with the use of physical force or another physical coercion
abuse of a prisoner	causing physical or psychological suffering, in particular through violation of physical integrity, threats or intimidation
fight	physical confrontation of at least two prisoners, both of which attack and defend themselves, which resulted in a failure of functioning of a body organ or in a health impairment lasting more than 7 days
beating	physical attack on the prisoner by another prisoner, when the attacked did not actively seek the battle and could only defend himself against the attack, which resulted in a failure of functioning of a body organ or in a health impairment lasting more than 7 days

Source: Annex 1 to Ordinance No 1/2018 of the Director-General of the Prison Service of 3 January 2018 concerning on-duty service in organisational units of the Prison Service, incidents which may occur in the Prison Service and the manner of their explanation and documentation.

An efficient counteracting the occurrence of undesirable phenomena requires the officers and employees of the Prison Service to execute a number of coordinated official activities on different levels of decisiveness in particular divisions. One of the common duties of all the members of personnel are preventive activities. This is one of the tasks of personnel, which allows to anticipate threats coming from people deprived of their liberty.

2. Alarm signals

According to the current Ordinance of the Minister of Justice, the officers and employees of the Prison Service “execute preventive activities aiming at recognition of the environment of prisoners and their intentions undermining the established order and security, in particular by:

- 1) observing behaviours and relations in the environment of prisoners;
- 2) recognising structures of the criminal subculture;
- 3) recognising ambiance and moods among prisoners and their intentions

undermining the established order and security”¹⁸.

Penitentiary personnel is required to analyse the reasons for which the criminal subculture is attractive for prisoners; observe their behaviours indicating relations and belonging to informal groups, which may suggest roles and positions undertaken in the criminal subculture; pay attention to prisoners, which due to their victim profile may become the object of harassment, intolerance or aggression, and in consequence may become victims as a result of behaviours of other prisoners¹⁹. Penitentiary personnel is obliged to observe behaviours of people deprived of their liberty and symptoms which may indicate behaviours threatening the general security and order or the safety of personnel or other prisoners.²⁰.

The quality of execution of these official duties may prove to be of crucial importance for the avoidance of many threats for the personal safety of officers identified this way. Potential threats for the security of Polish penitentiary units are also recognized, such as radicalisation of prisoners in prisons of the Western Europe or the dynamics of participation of foreigners in the population of prisoners.

Preventing the possibility of creation of “incubators of radicalisation” in penitentiary units²¹, which enable terrorist organisations to acquire and radicalise new members²², as well as efficiently recognizing the environment of foreigners, especially in the case of a sudden increase in their number²³, may constitute a future challenge also for people exercising preventive activities on the “front-line” level. The ability of perceiving signs of future threats, the efficiency of analytical testing of relations between prisoners and the effective navigation among imponderables of the criminal world seem to constitute a task for highly specialized experts. The need for such specialists may increase with the appearance of new threats and the progress in quality changes in the population of prisoners. Preventive activities seem to constitute a specific supplementation of the range of ordered, planned and routine protective and penitentiary activities, meticulously exercised by the personnel. They are oriented towards what may not have been yet fully

¹⁸ § 33 of the Ordinance of the Minister of Justice

¹⁹ § 56 of the Ordinance 19/16 DGPS.

²⁰ *Ibidem*, § 59.

²¹ M.D. Silber, A. Bhatt, *Radicalization in the west: the homegrown threat*, New York 2007, p. 11.

²² A. Golaś, *Czynniki i uwarunkowania radykalizacji muzułmanów w zakładach karnych. Studium przypadku Wielkiej Brytanii*, „e-Politikon” XXIII, 2017, p. 138.

²³ W. Mazurek, G. Fuchs, M. Zamarlik, *Wybrane aspekty bezpieczeństwa cudzoziemców w polskich jednostkach penitencjarnych*, „Przegląd Policyjny” 2019, No. 1(133), pp. 114-133.

recognised, and what poses a threat in penitentiary centres or jails. Information obtained through preventive activities may in critical and sensitive moments allow to avoid serious incidents or events.

In the conditions of penitentiary isolation, one of the ways of dealing with what is still unrecognised may be intuitive decision-making, constituting a complement of rational thinking and implementation of official rules²⁴. Right decisions are justified by the use of intuition. This relates to experts in particular. For example, the most experienced experts from the criminal division of the police in the Great Britain, surveyed by Matylda Gerber, were able to solve difficult criminal cases based on a small number of facts with the use of their intuition²⁵.

3. Intuition as a complement to rational thinking in penitentiary units

For the needs of this article, it is indicated after Marian Mazur that decisions are defined as “a physical process consisting in such an increase in the estimation potential that the decisive potential is exceeded, which results in the activation of an effector, meaning a reaction”²⁶. Mazur distinguished four types of decisions: spontaneous, predictive, testing and optimising. The first type of decisions relates to situations when a person making a decision depends on himself only. Spontaneous decisions are made as a result of action of the following factors, without recourse to the surrounding:

- 1) life experience of an individual (determined by the current distribution of correlation conductivity);
- 2) type of stimuli currently affecting an individual (determined by the type of registration potential);
- 3) emotional attitude of an individual towards these stimuli (determined by the distribution of a reflexive potential)²⁷.

The following decisions were distinguished by Mazur among the category

²⁴ G. Fuchs, A. Kolodziejczyk, *Intuicja jako sposób reagowania na zagrożenia i ryzyka w jednostkach penitencjarnych*, in: *Socjologia LXXI. Globalne i lokalne perspektywy bezpieczeństwa państwa*, ed. J. Maciejewski, M. Zawartka, S. Fiodorów, Wrocław 2018, p. 226.

²⁵ M. Gerber, B.L. William-Wong, N. Kodagoda, *How Analysts Think: What Triggers Insight?* 13th International Conference on Naturalistic Decision Making 2017, Bath, UK, s. 2-4, cf. https://www.researchgate.net/publication/318406904_How_Analysts_Think_What_Triggers_Insight/download, (access: 04/07/2019).

²⁶ M. Mazur, *Cybernetyka a zarządzanie*, Warszawa 1969, p. 97.

²⁷ *Ibidem*.

of spontaneous decisions:

- 1) *habitual* – in which there is no choice between individual possibilities. The aspect was solved beforehand, e.g. during a training.
- 2) *intuitive* – the need to make them is a result of being in a hurry, which allows for, at most, a single assessment of the situation;
- 3) *reflexive* – made based on logical thinking²⁸.

The term “intuition” is understood and defined in various ways. Intuition has its place in the philosophy of safety. Janusz Świniarski and Włodzimierz Chojnacki distinguish among four types of knowledge, which, as they indicate, is connected to theory, practice and interweaving irrational acts of an individual²⁹. In strategic management we distinguish, among many, expert and emotional intuition³⁰, the understanding of which is close to habitual decisions defined by Mazur. Expert intuition is a process of “searching through the resources of our memory in order to find a link saved in our brain - a pattern of an appropriate response”³¹. According to the cybernetic-cognitive concept of John Streinbruner, a rational model of making decisions does not explain all the right and successful decisions, which is explained by the theory of self-steering systems. Complicated decision-making is reduced and simplified by experts of a given profession to a few critical components. A decision-making process comes down then to a self-steering process based on experience generating the result³².

The functionality of expert intuition manifests itself in such circumstances as: a) time pressure, b) dynamic change in situations, c) high degree of complexity of the problem, d) conflict of values, e) high degree of uncertainty³³. However, reflexes being adequate to a given threat, characteristic of emotional intuition, are used in the case of lack of time for any conscious decision-making process and may turn out to be the last resort for a decision-maker³⁴.

At this point it is worth mentioning the pioneer research on using

²⁸ *Ibidem*.

²⁹ J. Świniarski, W. Chojnacki, *Filozofia bezpieczeństwa. Podręcznik akademicki*, Warszawa 2004, p. 9.

³⁰ K. Bolesta-Kukulka, *Decyzje menedżerskie*, Warszawa 2003, p. 242.

³¹ K. Grzesik, M. Karaś, *Decyzje menedżerskie w organizacji*, Wrocław 2014, p. 148.

³² J.D. Steinbruner, *The Cybernetic Theory of Decision: New Dimension of Political Analysis*, Princeton University Press, Princeton 1973, pp. 48-67.

³³ K. Grzesik, M. Karaś, *Decyzje menedżerskie...*, p. 148.

³⁴ Cf. K. Mudyń, *Posłowie. Czy Internet zastąpi intuicję?*, in: *Intuicja w organizacji*, ed. W.H. Agor, Kraków 1998, p. 346.

intuition in penitentiary units carried out in 2019.³⁵ As many as 714 officers and employees from several Polish organisational units of the Prison Service were subject of the research. Every 41. officer or employee of the Prison Service participated in the research. The respondents were representatives of all corps, varied in terms of job posts and seniority.

The presented results of the research were obtained in the course of using the quantitative empirical method, i.e. a diagnostic survey. The survey was carried out with the use of a questionnaire. The main objective of the research was to determine the usefulness of intuition in making decisions important for personal safety by the personnel of penitentiary units when exercising their official duties. The scope presented in this study was limited to the exploration of a specific area of official duties, which is preventive activities.

The selected results of quantitative research relating to the performance of preventive activities by the respondents are presented below. In particular, the presented findings concern:

- performance of official duties in circumstances impeding a rational decision-making process;
- frequency of performance of preventive activities;
- relation of intuitive and rational thinking during the performance of preventive activities;
- usefulness of intuition for the recognition of environment of prisoners, and
- circumstances favourable for the use of intuition during the performance of preventive activities.

The responses clearly show that during the performance of their official duties the respondents were making decisions in circumstances impeding the rational decision-making process and favourable to use the expert and emotional intuition. The majority of affirmative answers were found in relation to time pressure – 89.3% indications (638 people), following by conditions of dynamic changes – 79.6 indications (568 people), situation of high degree of complexity – 71.4% (510 people), conditions of uncertainty – 66.3% (473 people), lack of time for any conscious decision-making process – 57.6% (408 people) and conflict of values – 50.6% (361 people). Table 3 presents detailed data in this respect.

³⁵ G. Fuchs, *Intuicja w bezpieczeństwie...*

Table 3. Circumstances favourable for the use of expert and emotional intuition in making decisions in penitentiary units

Have you ever made decisions during the performance of official duties in penitentiary units in the following circumstances:		Categories of answers					
		<i>Yes</i>	<i>Rather yes</i>	<i>Rather no</i>	<i>No</i>	<i>Difficult to say</i>	<i>No data</i>
N=714							
<i>Under time pressure</i>	N	507	131	24	13	20	19
	%	71.0	18.3	3.4	1.8	2.8	2.7
<i>In conditions of uncertainty</i>	N	284	189	127	58	22	34
	%	39.8	26.5	17.8	8.1	3.1	4.8
<i>In conditions of dynamic changes</i>	N	369	199	58	28	24	36
	%	51.7	27.9	8.1	3.9	3.4	5.0
<i>In situations of high degree of complexity</i>	N	290	220	94	38	33	39
	%	40.6	30.8	13.2	5.3	4.6	5.5
<i>In the case of conflict of value</i>	N	194	167	173	77	62	41
	%	27.2	23.4	24.2	10.8	8.7	5.7
Lack of time for any conscious process	N	220	188	152	67	50	37
	%	30.8	26.3	21.3	9.4	7.0	5.2

Source: own research.

Note: General percentage indicators may slightly deviate from 100% due to the rounding of percentage data.

As indicated before, the performance of preventive activities is an obligation of all the members of personnel of penitentiary units. The obtained data indicate that 70% (500 people) of the respondents declared that preventive activities are performed often (“very often” and “rather often”). It is undoubtedly important that one out of three respondents (35%, 250 people) performs preventive activities “very often”. Detailed data are presented below.

Table 4. Frequency of performance of preventive activities by the personnel of penitentiary units

How often during your duty in penitentiary units do you perform preventive activities (aiming at recognising the environment of prisoners and their intentions undermining the established order and security) set out in § 33 section 1 of the Ordinance of the Minister of Justice of 17 October 2016 on the ways of protection of organisational units of the Prison Service? N=714	Number	Percent
Very often	250	35.0
Rather often	250	35.0
Rather rarely	117	16.4
Very rarely	53	7.4
Difficult to say	30	4.2
No data	14	2.0
In general	714	100.0

Source: own research.

The vast majority of the population studied is guided by both rational thinking and intuition when performing preventive activities (74.8% of indications, 534 people). In such circumstances only 12.7% of respondents are guided only by rational thinking (91 people). A group of people (2.8%, 20 people) guided only by intuition in performing the activities has also been identified. The obtained results are presented in table 5.

Table 5. Intuition vs. rational thinking in the performance of preventive activities

When performing preventive activities set out in § 33 section 1 of the Ordinance of the Minister of Justice of 17 October 2016 on the ways of protection of organisational units of the Prison Service, are you guided by the following: N=714	Number	Percent
Only rational thinking	91	12.7
Only intuition	20	2.8
Both rational thinking and intuition	534	74.8
I have no opinion in this matter	55	7.7
No data	14	2.0
In general	714	100.0

Source: own research.

The obtained data indicate that for 80.5% (575 people), which constitutes a vast majority of the population studied, intuition is useful in performing preventive activities. As many as 69 people, which constitutes the percentage of 9.6% of the population studied, were of a different opinion. It should be noted that only 11 people (1.5%) believe that intuition is not useful in these types of situations. Detailed data are presented in table 6.

Table 6. Assessment of usefulness of intuition in the performance of preventive activities

Generally speaking, do you believe that intuition is useful in the performance of preventive activities set out in § 33 section 1 of the Ordinance of the Minister of Justice of 17 October 2016 on the ways of protection of organisational units of the Prison Service? N=714	Number	Percent
Definitely yes	173	24.2
Rather yes	402	56.3
Rather no	58	8.1
Definitely no	11	1.5
Difficult to say	57	8.0
No data	13	1.8
In general	714	100.0

Source: own research.

The respondents also indicated that the existence of circumstances of making decisions characteristic for particular types of expert intuition: *time pressure, uncertainty, dynamic changes, situations of high degree of complexity, conflict of values* and of expert intuition: *lack of time for any conscious decision-making process*, is favourable to using intuition during the performance of preventive activities.

Table 7. Circumstances favourable for the use of intuition during the performance of preventive activities

Will the existence of the following circumstances when performing preventive activities, set out in § 33 section 1 of the Ordinance of the Minister of Justice of 17 October 2016 on the ways of protection of organisational units of the Prison Service, be favourable to using intuition?		Categories of answers					
		Yes	Rather yes	Rather no	No	Difficult to say	No data
Time pressure	N	132	258	149	81	63	31
	%	18.5	36.1	20.9	11.3	8.8	4.3
Uncertainty	N	80	248	197	90	68	31
	%	11.2	34.7	27.6	12.6	9.5	4.3
Dynamic changes	N	102	278	159	77	64	34
	%	14.3	38.9	22.3	10.8	9.0	4.8
High degree of complexity	N	97	273	169	68	73	34
	%	13.6	38.2	23.7	9.5	10.2	4.8
Conflict of values	N	72	250	184	86	87	35
	%	10.1	35.0	25.8	12.0	12.2	4.9
Lack of time for any conscious decision-making process	N	116	281	150	74	60	33
	%	16.2	39.4	21.0	10.4	8.4	4.6

Source: own research.

Note: General percentage indicators may slightly deviate from 100% due to the rounding of percentage data.

The answers of the respondents indicate that all the circumstances relating to the expert and emotional intuition turn out to be favourable when using intuition during the performance of preventive activities. The majority of affirmative answers was noted in relation to the lack of time for any conscious decision-making process. Affirmative answers were given by 55.6

% (397 people) of the population studied, followed by: time pressure – 54.6% (390 people), conditions of dynamic changes – 53.2% (380 people), situations of high degree of complexity – 51.8% (370 people), conditions of uncertainty – 45.9% (328 people) and conflict of values – 45.1% (322 people). Table 7 presents detailed data in this respect.

The results presented above allow to formulate the following conclusions and generalisations concerning the surveyed officers and employees of penitentiary units:

- 1) during the performance of official duties the personnel of penitentiary units makes decisions in circumstances impeding the rational decision-making process;
- 2) prevention activities are often performed by the personnel of penitentiary units;
- 3) during the performance of prevention activities the majority of officers and employees of penitentiary units is guided by both rational thinking and intuition;
- 4) for the vast majority of the surveyed officers and employees of penitentiary units, intuition is useful in the performance of prevention activities;
- 5) in the assessment of the surveyed, circumstances limiting the rational decision-making process are favourable to following intuition during the performance of prevention activities;

Conclusion

The description of the issues discussed in the article is not comprehensive and does not recognise detailed conclusions. However, it shows certain characteristics of elements of the complicated penitentiary reality, which are important for the system of security, the task of which, in accordance with the modern securitology, is to provide persistence, survival, development and improvement³⁶.

Synchronously presented: results of own research, analysis of scientific findings, substantiated by professional experience of the authors indicate that the accuracy of decisions made in situations impeding the rational decision-making process and the ability of perceiving signs of future threats, the efficiency of analytical testing of relations between prisoners and the

³⁶ J. Świniarski, P. Kawalerski, *Drugi i bezdroża securitologii*, Warszawa 2019, p. 7.

effective navigation among imponderables of the criminal world constitute desired features of the personnel of penitentiary units. This pertains in particular to people who are responsible for identifying the environment of prisoners, giving the possibility to detect intra-group processes being a threat to the established order and taking place in penitentiary isolation. The practices of the use of intuition in the security sector shall not be underestimated or demonised. By abandoning “perceptual clichés”, it is worth to seek solutions allowing for the creation of a *modus vivendi* system, making it possible to function in a penitentiary unit in a harmonious way, an approach based on an accurate performance of necessary procedures and non-standard thinking, based, among many, on intuition. Such a solution may release not yet used potential of a part of the personnel.

Bibliography

Literature

Bolesta-Kukulka K., *Decyzje menedżerskie*, Warszawa 2003.

Fuchs G., *Intuicja w bezpieczeństwie personalnym w jednostkach penitencjarnych RP*, Wojskowa Akademia Techniczna, Warszawa 2020 – nieopublikowana rozprawa doktorska.

Fuchs G., Kołodziejczyk A., *Intuicja jako sposób reagowania na zagrożenia i ryzyka w jednostkach penitencjarnych*, w: *Socjologia LXXI. Globalne i lokalne perspektywy bezpieczeństwa państwa*, red. J. Maciejewski, M. Zawartka, S. Fiodorów, Wrocław 2018.

Golaś A., *Czynniki i uwarunkowania radykalizacji muzułmanów w zakładach karnych. Studium przypadku Wielkiej Brytanii*, „e-Politikon” 2017, nr 23.

Grzesik K., Karaś M., *Decyzje menedżerskie w organizacji*, Wrocław 2014.

Maciejewski J., *Grupy dyspozycyjne. Analiza socjologiczna*, Wrocław 2014.

Mazur M., *Cybernetyka a zarządzanie*, Warszawa 1969.

Mazurek W., *Główne problemy we współczesnej edukacji dla bezpieczeństwa*, Kraków 2018.

Mazurek W., Fuchs G., Zamarlik M., *Wybrane aspekty bezpieczeństwa cudzoziemców w polskich jednostkach penitencjarnych*, „Przegląd Policyjny” 2019, nr 1(133).

Mudyń K., *Posłowie. Czy Internet zastąpi intuicję?*, w: *Intuicja w organizacji*, red. W.H. Agor, Kraków 1998.

Silber M.D., Bhatt A., *Radicalization in the west: the homegrown threat*, New York 2007.

Steinbruner J.D., *The Cybernetic Theory of Decision: New Dimension of Political Analysis*, Princeton 1973.

Świniarski J., Chojnacki W., *Filozofia bezpieczeństwa. Podręcznik akademicki*, Warszawa 2004.

Świniarski J., Kawalerski P., *Drogi i bezdroża securitologii*, Warszawa 2019.

Zięba R., *Instytucjonalizacja bezpieczeństwa europejskiego: koncepcje – struktury – funkcjonowanie*, Warszawa 2001.

Websites

www.sw.gov.pl/strona/statystyka-roczna.

https://www.researchgate.net/publication/318406904_How_Analysts_Think_What_Triggers_Insight/download (pobrano: 04.07.2019).

Legislative measures

Ustawa z dnia 6 czerwca 1997 r. – Kodeks karny wykonawczy (Dz. U. z 2021 r. poz. 53, ze zm.).

Ustawa z dnia 24 maja 2013 r. o środkach przymusu bezpośredniego i broni palnej (Dz. U. z 2019 r. poz. 2418).

Ustawa o Służbie Więziennej z dnia 9 kwietnia 2010 r. (Dz. U. z 2019 r. poz. 1427, ze zm.).

Rozporządzenie Ministra Sprawiedliwości z dnia 17 października 2016 r. w sprawie sposobów ochrony jednostek organizacyjnych Służby Więziennej (Dz. U. poz. 1804).

Zarządzenie nr 19/16 Dyrektora Generalnego Służby Więziennej z dnia 14 kwietnia 2016 r. w sprawie szczegółowych zasad prowadzenia i organizacji pracy penitencjarnej oraz zakresów czynności funkcjonariuszy i pracowników działów penitencjarnych i terapeutycznych oraz oddziałów penitencjarnych.

Zarządzenie nr 1/2018 Dyrektora Generalnego Służby Więziennej z dnia 3 stycznia 2018 r. w sprawie służby dyżurnej w jednostkach organizacyjnych Służby Więziennej, zdarzeń mogących wystąpić w Służbie Więziennej oraz sposobu ich wyjaśniania i dokumentowania.

Instrukcja nr 2/2016 Dyrektora Generalnego Służby Więziennej z dnia 29 sierpnia 2016 w sprawie zapobiegania samobójstwom osób

pozbawionych wolności.

Instrukcja nr 10/2020 Dyrektora Generalnego Służby Więziennej z dnia 5 listopada 2020 r. w sprawie zapobiegania samobójstwom osób pozbawionych wolności.