

## ANALYSIS PENITENTIARY PROCESSES: A NEW PROCESSES CLASSIFICATION APPROACH IN MANAGEMENT SCIENCES

Jakub SEMRAU

Silesian University of Technology, Faculty of Organization and Management; jakub.semrau@polsl.pl,  
ORCID: 0000-0002-4894-7792

**Purpose:** Carry out a detailed analysis of existing processes classifications and propose a new one, the main focus of which will be on the unique requirements of the functioning of the penitentiary system, which is the totality of the institutions of penitentiary law and the applicable legislation. In addition, the article also aims to point out the differences between the classical view of identifying and defining processes carried out in typical organisations and those carried out in prisons.

**Design/methodology/approach:** The objectives of the article were achieved through an in-depth analysis of the literature on the identification and classification of processes carried out in typical organisations and those carried out in prisons and a modification of Porter's classic value chain model. Furthermore, throughout his career, the author has been investigating the functioning of the penitentiary system in terms of executing logistical processes over the past few years.

**Findings:** The author of the article compared the existing classifications of processes and suggested a new one more fitting to the functioning of the penitentiary system that defines the rules of the prisons that carry out the execution of imprisonment.

**Originality/value:** The originality of the article lies in the modification of the classic Porter's value chain model, illustrating the organization's activities as a systematic sequence of actions aimed at delivering the final product to the end user in the form of the proper implementation of imprisonment in prisons. In the face of dynamically changing challenges posed by the contemporary penitentiary system, understanding and properly classifying the implemented processes become crucial for effective management and improvement of the quality of the implemented actions.

**Keywords:** process classification, process identification, penitentiary system, process decomposition, penitentiary.

**Category of the paper:** Research paper.

## 1. Introduction

In recent years, there has been a noticeable increase in the complexity and significance of process management within organizations. However, this does not automatically translate into increased efficiency despite the emergence of factors that have led to a focus on process implementation (Bugdol, Szczepańska, 2016). Factors such as the implementation of logistics systems and the need to adapt to legal regulations necessitate a focus on managing logistical activities and comprehensive planning within organizations (Kuc, 2002). These factors urge the construction of flexible organizational structures in process management. Paying attention to the implemented processes creates the necessity for implementing innovative organizational solutions (Odlanicka-Poczobutt, 2016; Coyle et al., 2010).

Every organization operating in a specific environment must undertake measures to secure the implementation of processes, which are factors enabling the achievement of desired outcomes and are integral components of the system (Stabryła, 2012; Blaik, 2010). Process identification is crucial for the proper functioning of an organization and is a highly complex task due to the multidimensional nature of processes, determined by the overall goals of the organization and the system of planning, organizing, directing, and controlling (Brandt et al., 1999; Cokins, 1996). Process identification requires creative and innovative teamwork involving a specially appointed interdisciplinary team (Miller, 2000). The outcome of the team's work should be a set of processes containing information about the identified processes and their metrics (Leahy, 1999).

The main goal of this publication is to conduct a detailed analysis of existing process classifications and propose a new one, focusing primarily on the unique requirements of the penitentiary system, which constitutes the entirety of penitentiary law institutions and applicable regulations. This system defines the principles of operation for correctional facilities that carry out the execution of sentences of imprisonment (Ziemiński, 1973; Śliwowski, 1978).

Given the dynamically changing challenges posed by the contemporary penitentiary system, understanding and appropriately classifying the implemented processes become crucial for effective management and improving the quality of these processes. In this article, an overview of existing process classifications is presented, along with the decomposition of processes occurring within the penitentiary system. Subsequently, a classification of processes implemented in the penitentiary system is proposed, taking into account the specific aspects of its operation. The publication aims to provide a comprehensive view of the structure and organization of processes in the penitentiary system, thereby contributing to the development of the field of science.

## 2. Identification of existing process classifications

In the subject literature, there are many different classifications and criteria for dividing processes. The classification proposed by J.G. Miller and T.E. Vollman categorizes processes based on their task criteria as follows (Miller, Vollman, 1985):

- Informational processes – they serve the purpose of updating data collected in the organizational unit's information system.
- Regulatory processes – they ensure the adjustment of the workforce and production resources to the demand for products.
- Logistic processes – they are responsible for coordinating material flows from the moment of purchase to the transportation of sold products.
- Control processes – they are oriented towards the course of the production process, order fulfillment, and product quality.

On the other hand, P. Grajewski has distinguished the following processes (Grajewski, 2012):

- Non-intelligent processes – processes that achieve output effects without their own organizational contribution.
- Intelligent processes – processes that incorporate a system of utilizing their own experience to optimize the flow of individual operations from the perspective of estimated results.

The two most popular and frequently used classifications of processes have been proposed by M. Porter and R.S. Kaplan and R. Cooper. According to M. Porter, processes can be divided into support processes and core processes. Support processes include activities related to procurement, managing the entire unit, development aimed at improving products and processes, and human resources management. Core processes include product manufacturing, after-sales services, marketing, and logistics, which involve activities related to production preparation and tasks associated with product sales (Porter, 1985).

R.S. Kaplan and R. Cooper distinguished operational, innovative, and after-sales service processes. Operational processes are focused on delivering and manufacturing products suitable for customers. Innovative processes are related to creating product and service offerings and determining the target market. After-sales service processes encompass customer service activities after delivering the appropriate product (Kaplan, Cooper, 2000). They also classified processes into essential, non-essential, and necessary categories. Essential processes provide value, although there is potential to improve or simplify them. Non-essential processes should be eliminated as quickly as possible, while necessary processes cannot currently be simplified, improved, eliminated, or reduced and are essential for delivering value (Kaplan, Cooper, 2001).

The most comprehensive classification of processes was presented by the American Productivity Quality Center (APQC), which developed a model for process classification (Winiowski, 2017). APQC proposed a division into 12 categories of processes, which are divided into two groups (Ossowski, 2012):

- Operational Processes – key processes for a given business entity.
- Supporting Processes – processes that complement operational processes.

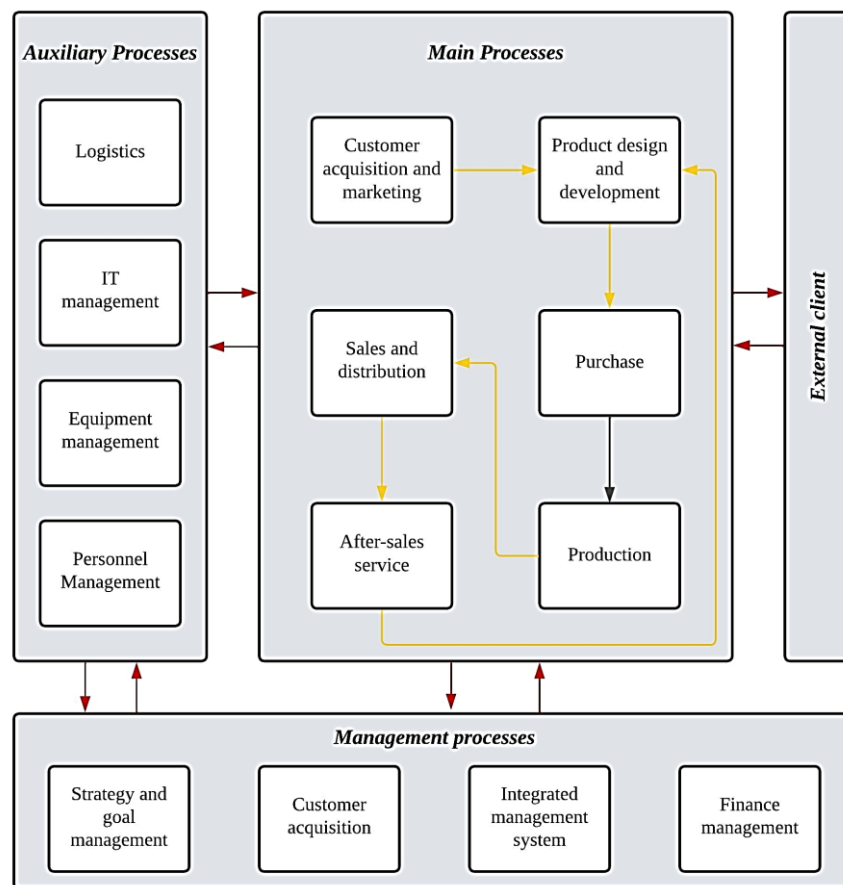
Table number 1 presents the 12 categories of processes proposed by the APQC organization.

**Table 1.**  
*Process Classification according to the APQC Model*

| Process            | Characteristics |  |
|--------------------|-----------------|--|
| <b>Operational</b> | 1.0             | Development of vision and strategy.                            |
|                    | 2.0             | Development and management of products and services.           |
|                    | 3.0             | Marketing and sales of products and services.                  |
|                    | 4.0             | Procurement, fulfilment and delivery of products and services. |
|                    | 5.0             | Customer service management.                                   |
| <b>Supporting</b>  | 6.0             | Organisation and management of human capital.                  |
|                    | 7.0             | Information technology management.                             |
|                    | 8.0             | Management of financial resources.                             |
|                    | 9.0             | Acquisition, construction and management of property.          |
|                    | 10.0            | Environmental and health and safety management.                |
|                    | 11.0            | External relations management.                                 |
|                    | 12.0            | Knowledge, improvement and change management.                  |

Source: own elaboration based on Ossowski, 2012.

The presented process classifications allowed the creation of a map with a division into core processes, management processes, and support processes. The map is presented in Figure 1.



**Figure 1.** The map illustrating the process classification.

Source: own elaboration based on Krawczyk, 2012.

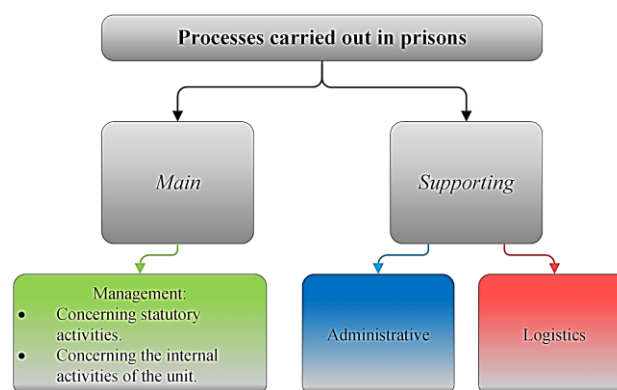
In the presented map, core processes are oriented towards external customers, while support processes and management processes are also outlined. Additionally, within the support processes, a broad sense of logistics has been considered, which is primarily directed towards core processes and management processes, influencing the external customer through them.

### 3. Decomposition of processes in the penitentiary system

The execution of logistical processes goes beyond staff and linear structures (Gołembiewska, 2005). It focuses on creating logistical value and customer satisfaction. In a company, efficient logistics organization must have precisely defined positions related to logistics, scopes of responsibilities, reporting relationships, and methods for measuring job performance. Properly defining qualifications for individual positions and flexibility in defining roles are also crucial. These possibilities are often limited in the case of predetermined legal conditions in penitentiary institutions. The most significant factor is typically the extensive professional experience and general knowledge of officers and civilian staff employed in penitentiary institutions. A broader perspective on organization, facilitating the proper coordination of information flows and logistical activities between departments and positions after prior, proper identification, is highly important (Bowersox et al., 1989; Copacino, 1993).

The processes carried out in penitentiary institutions have been divided into main and supporting processes. Within the main processes, management processes stand out as the foundation of penitentiary operations. Management processes are further categorized into processes related to statutory activities and processes related to the internal functioning of the institution. Supporting processes include logistical and administrative processes, especially those that have a significant impact on the execution of main processes. The identified processes differ from the classical business approach used in enterprises due to the specific nature of organizational functioning.

Figure 2 presents the proposed classification of processes implemented in penitentiary institutions.



**Figure 2** The classification of processes implemented in penitentiary institutions.

Source: own elaboration.

B. Słowiński defines management processes as processes aimed at creating the company's strategy along with its goals. They relate to the implementation of (Słowiński, 2008):

- Internal audits,
- System reviews,
- Preventive and corrective actions,
- Supervision over documentation and records.

Management processes in penitentiary institutions are of a decision-making nature, and their outcome is an intangible service, such as preparation, communication, and decision-making, or supervision over the implementation of all statutory activities.

The management processes in penitentiary institutions are a manifestation of fulfilling statutory functions, where logistical activities are not always directly identified, although they constitute a fundamental part of these processes. Within the management processes, activities related to the internal functioning of units have also been distinguished, where the identification and coordination of influencing logistical activities can impact the course of all implemented processes. Achieving goals can be ensured by streamlining activities and frequent repeatability, which generates the most significant value. The application of such an approach in penitentiary institutions stems from the identification of operational objectives within the framework of the mission, which is legally formalized. This approach promotes the adoption of a process-oriented perspective.

Table 2 presents a compilation of selected definitions of logistical processes.

**Table 2.**  
*Selected definitions of the logistics process*

| ID | Authors of the definition, year                                  | Definition  |
|----|--|---|
| 1. | Kauf S., Płaczek E., Sadowski A., Szoltysek J., Twaróg S. (2016) | Logistics processes are a regulated and structured chain of operations, closely linked to the handling of individual materials. They focus on the achievement of objectives by physically moving materials through all phases of an organisation's activities (Kauf et al., 2016).  |
| 2. | Szymonik A. (2011)   | Logistical processes are defined as the following consecutive, at a given time and place, facts (future and past phenomena) in the field of the physical flow of products and services and information, as well as the risks that accompany each action. (Szymonik, 2011).  |
| 3. | Ficoń F. (2001)  | Logistical processes, consist of the physical movement of goods and the associated information, in the course of these processes further transformations (revalorisation) of the product take place (Ficoń, 2001).  |
| 4. | Słowiński B. (2008)  | Logistics processes - supporting the functioning of the management system and ensuring its effectiveness and efficiency. They include activities and actions related to the preparation of the infrastructure of basic and management processes, the establishment of information systems, transport, storage, accounting and finance, reporting and controlling (Słowiński, 2008). |

Source: own elaboration.

In correctional facilities, logistics processes revolve around the movement of people, materials, and documents, supporting the execution of other managerial and administrative processes.

In organizations, administrative processes affect its smooth operation and determine the crucial flow of documents and information. Ensuring efficient flow and complete automation of repetitive tasks are key objectives of administrative processes.

Administrative processes in correctional facilities involve the preparation of various types of documentation and are responsible for inputting specific data into internal and external systems. They also encompass all conducted checks and verification of documentation. These processes impact managerial processes and are regulated by them.

The nature of activities performed by correctional officers, involving the execution of many specific and repetitive tasks, lends itself to structuring them into processes. This applies to actions conducted in a manner defined by regulations and procedures. To ensure the quality of executed processes, all internal procedural activities should be organized according to a logical content pattern based on rules and procedural guidelines.

Figure 3 illustrates the decomposition of processes carried out in correctional facilities.

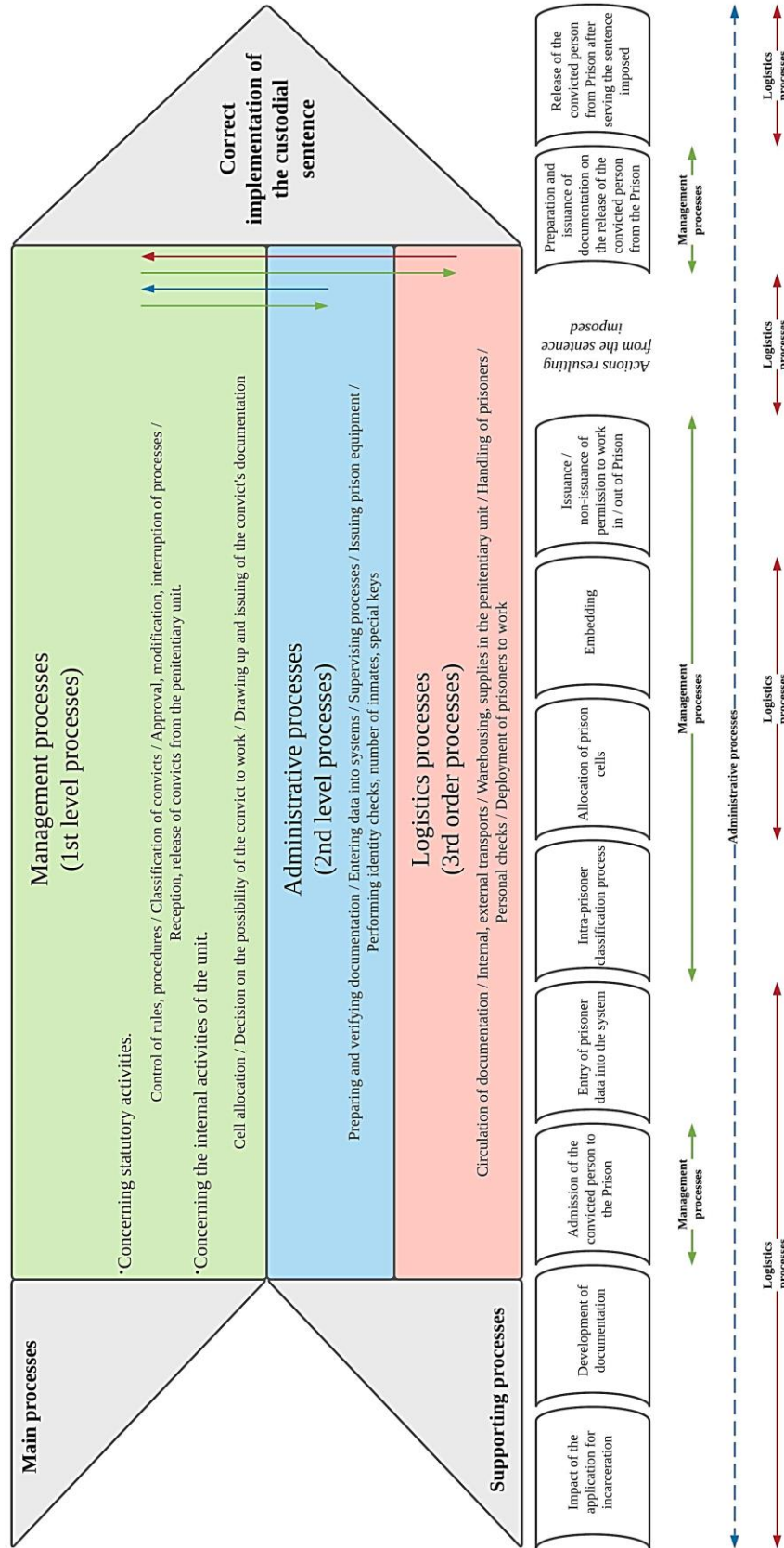
The decomposition of the entire process of implementing custodial sentences in correctional facilities demonstrates a detailed breakdown of main and supporting processes. Furthermore, the decomposition and comprehensive information about the course of these processes highlight the impact of logistical activities on managerial and administrative functions. They are carried out during specific tasks and play a supportive role in all ongoing processes.

The decomposition of processes shows that the main processes - first level processes, are specifically managerial processes, which are divided into processes related to statutory activities and processes related to the internal operations of the unit. Processes related to statutory activities can thus include:

- conducting checks on regulations and procedures,
- classifying convicts,
- approving, modifying, and discontinuing processes,
- admitting and releasing convicts from the facility.

The managerial processes related to the internal operations of the unit include activities associated with:

- assigning prison cells and living units,
- deciding on the possibility of convicts engaging in work,
- preparing and issuing convict documentation.



**Figure 3.** Decomposition of processes carried out in prisons.  
 Source: own elaboration based on Odlanicka-Poczobutt, 2016.



Supporting processes are divided into administrative processes - second-order processes, and logistical processes - third-order processes. Administrative processes include activities related to:

- preparing and verifying documentation,
- entering data into systems,
- supervising ongoing processes,
- issuing prison equipment,
- conducting identity, inmate count, and special key controls.

Third level processes, or logistical processes, in correctional facilities pertain to:

- document circulation,
- transportation activities,
- warehousing and supply management,
- inmate handling, including delegation to work assignments.

The key principle is the pursuit of flawless execution and the elimination of the risk of delays in the implementation of custodial sentences. It is assumed that this is achievable through continuous supervision of correctional facilities, carried out by appropriate department managers and the director of the respective unit.

All activities carried out in correctional facilities must comply with regulations and procedural instructions. Failure to adhere to these guidelines can result in the annulment or interruption of the entire process. Some of these processes also have a purely administrative nature and are executed by civilian employees.

#### **4. Conclusion**

In summary, it can be stated that the identification of processes is a complex task due to the multidimensional nature of processes, determined by the goals of the entire organization and the system of planning, organizing, controlling, and monitoring. The implementation of processes goes beyond the organizational structure and focuses on creating value and customer satisfaction. Proper qualification for specific positions and flexibility in defining roles also play a crucial role. However, these possibilities are often limited due to predetermined legal constraints in correctional facilities.

The decomposition of processes in the penitentiary system highlights the differences between the classical approach to identifying and defining processes in typical organizations and the processes carried out in correctional facilities. A modification of Porter's classical value chain model has been made, illustrating the organization's activities as a systematic sequence of actions aimed at delivering the final product to the end user in the form of proper

implementation of imprisonment in prisons. This modified model distinguishes between the main and supporting processes within correctional facilities and emphasizes the integrated and correct execution of custodial sentences.

The decomposition and comprehensive information about the course of the executed processes have highlighted the impact of logistical activities on managerial and administrative functions. These activities are carried out during individual tasks and play a supporting role in all ongoing processes.

The nature of activities performed by correctional officers, involving the execution of many specific and repetitive tasks, favors structuring them into processes. This applies to actions conducted in a manner defined by regulations and procedures. To ensure the quality of executed processes, all internal procedural activities should be organized according to a logical content pattern based on rules and procedural guidelines. In the context of logistics within correctional facilities, the primary goal is to adhere to prison procedures, which should be supported by efficient logistics management in the execution of custodial sentences. Units should strive for optimal process execution within the right timeframe, in the right manner, and with the appropriate implementation of process tasks. It is crucial to adopt a broader perspective on the organization, facilitating proper coordination of information flows and activities between departments and positions after prior, accurate identification.

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