INTEGRATED MANAGEMENT SYSTEMS: THE CASE OF A PENITENTIARY IN THE STATE OF PARAÍBA

Iranilton Trajano da Silva¹
Maria de Fátima Nóbrega Barbosa²

ABSTRACT

Objective: The objective of this article is to evaluate how the Procurador Romero Nóbrega Penitentiary, in Patos - PB, has internalized in its administration practices an integrated perspective of its ISO 14001 environmental management, ISO 9001 quality and OHSAS 18001 occupational health and safety systems.

Theoretical reference: An Integrated Management System (IMS) acts in the interconnection of other systems, aiming to achieve planned management of the execution of services in order to satisfy the internal and external needs of organizations, bringing together information and experiences from different areas in a single environment of work. This integration comprises a tool capable of discovering specific paths to be followed to achieve the desired objectives, in addition to creating an organizational culture of permanent or continuous improvement in its activities.

Method: As a methodology, a qualitative, exploratory and descriptive approach was used to understand how prison management occurs in terms of the incorporation of management systems.

Results and conclusion: The study showed that the penitentiary does not comply with the penal executive norm and, with regard to the management system models studied, the unit internally needs investment in its structure, in its human capital and, in the external context, more public policies to achieve sustainable management.

Implications of the research: The research is of great relevance to the prison system and the academic world, showing the possibility of making penal units sustainable, aggregating management systems and enhancing the achievement of prison sustainability.

Originality/value: Scientific production in Brazil on the implementation of sustainable prisons is incipient, therefore, the research seeks to contribute to helping gaps in the thematic literature, as well as drawing the State’s attention to alternatives for the prison system by integrating systems with sustainability goals, respecting environmental, social, economic and human values.

Keywords: Organizations, Prison System, Integrated Management System, Sustainability.

SISTEMAS INTEGRADOS DE GESTÃO: O CASO DE UMA PENITENCIÁRIA NO ESTADO DA PARAÍBA

RESUMO

Objetivo: O objetivo deste artigo é avaliar como a Penitenciária Procurador Romero Nóbrega, em Patos – PB, tem internalizado em suas práticas de administração uma perspectiva integrada dos seus sistemas de gestão ambiental ISO 14001, de qualidade ISO 9001 e de segurança e saúde ocupacional OHSAS 18001.

Referencial teórico: Um Sistema Integrado de Gestão (SIG) atua no sentido de interligar outros sistemas, objetivando um gerenciamento planejado quanto à execução de serviços, de modo que satisfaça às necessidades

¹ Universidade Federal de Campina Grande (UFCG), Sousa, Paraíba, Brazil. E-mail: trajanoiran@hotmail.com
Orcid: https://orcid.org/0000-0002-2204-2768

² Universidade Federal de Campina Grande (UFCG), Sousa, Paraíba, Brazil.
E-mail: mfnobregabarbosa@gmail.com Orcid: https://orcid.org/0000-0003-3415-8829
Integrated Management Systems: The Case of a Penitentiary in the State of Paraíba

Método: Como metodologia foi utilizada uma abordagem qualitativa, exploratória e descritiva para compreender como ocorre a gestão do presídio no tocante a incorporação dos sistemas de gestão.

Resultados e conclusão: O estudo mostrou que a penitenciária não cumpre o que determina a norma executiva penal e, no tocante aos modelos de sistema de gestão estudados, a unidade precisa internamente de investimento em sua estrutura, no seu capital humano e, no contexto externo, mais políticas públicas para alcançar uma gestão sustentável.

Implicações da pesquisa: A pesquisa é de grande relevância para o Sistema Penitenciário e para o mundo acadêmico, mostrando a possibilidade de tornar unidades penais sustentáveis, agregando os sistemas de gestão e potencializando o alcance da sustentabilidade prisional.

Originalidade/valor: A produção científica no Brasil sobre implementação de presídios sustentáveis é incipiente, assim, a pesquisa busca contribuir no auxílio às lacunas existentes na literatura temática, bem como, chamar à atenção do Estado sobre alternativas para o sistema carcerário fazendo a integração de sistemas com fins na sustentabilidade, respeitando os valores ambientais, sociais, econômicos e humano.

Palavras-chave: Organizações, Sistema Carcerário, Sistema Integrado de Gestão, Sustentabilidade.

1 INTRODUCTION

The evolution of management patterns due to changes that plague the planet in the technological, climatic and social context, among other transformations, demands from the human being a new model for the conduct of diverse activities, whether public order, private or common, so that the attention is permanent in a vision of progress, bringing a prominent scenario as to the implementation of management system, which to this end, through this organization, requires a change in the functioning of another system (Ribeiro et al., 2017).

A management system can be seen as a tool that organizations use in various aspects related to their activity, aiming to consolidate director objectives, making this system contribute to the improvement and performance of these organizations, opening direct paths that tend to be followed with the objective of achieving the desired ends, as well as building an organizational culture of constant improvement in all the activities developed (Ribeiro, 2020).

Developing activities aimed at building a management of excellence requires the combination of systems with other factors that add a futuristic and sustainable vision. Managing and leading are challenges to face, so that as these management challenges cumulate with leadership become present and more complex, more expectations fall on the competencies of public actors (Daversa & Farias, 2023).

Thus, the practice of activities related to sustainability is something of great relevance today, with a view to seeking means that provide a harmonious coexistence between the human being and nature, where the exploitation of natural resources is rational, so as to preserve the existence of future generations in a balanced environment.

Actions aimed at mitigating the effect of climate change on the planet gain attention and mobilize the whole society (Oliveira et al., 2023). For Garcia (2020), the importance of
sustainability is focused on the reach of the environmental, economic, social, technological and ethical dimensions, so as to ensure the permanence of living beings all over the planet with dignified and just conditions of subsistence.

Silva and Barros (2020) note that to measure qualitatively and quantitatively the foundations of excellence that are expressed in managerial actions, the organization needs to propose questions and requests for results to be met. These questions are divided into eight criteria of excellence by the National Quality Foundation (FNQ), presenting several concepts, among them "people", for clearly defining the roles and responsibility of employees, with record in the participation of each in the execution of team tasks, suggesting commitment of all those involved in training and training, with the purpose of developing skills and knowledge in the exercise of daily activities (Silva & Barros, 2020).

Even with the remarkable progress in both the theoretical and normative fields, the Brazilian prison system currently presents a picture of serious human rights violations, it being found that the legislative reforms carried out were not sufficient to contribute to the solution of the penitentiary question, thus requiring alternatives to measure the problem (Japiassú, 2022).

For purposes of excellence management, some resources can be produced within prison units, taking into account that, in this management process, also included the prisoner's work, adding professional and educational knowledge, related to the environment and sustainability, providing a process of social reinsertion with dignity through work with instructional practices of an environmentally and ecologically sustainable service where one would be looking to face one of the evils that bothers the Brazilian population: the search for work aimed at the environment for the subject who has just left the prison system whether definitive or not (Alves, 2014).

Therefore, in order to ensure that these rights are enforced in a less onerous manner for the arrested person and for the State itself, it is interesting that there is an integration of management systems in prison units that have characteristics suitable for administrative changes and are capable of developing in a sustainable manner. Even if prison is an environment that arouses little interest in this sense, it is understood this feasibility, since in a management system are administrative components with setting objectives, definition of responsibility (that will be among all those involved), elaboration and execution of procedures with allocation of necessary resources (Ribeiro et al., 2017).

The male maximum security penitentiary Prosecutor Romero Nóbrega is one of the 64 penal establishments that make up the table of prison units of the State of Paraíba; it is directly subordinate to the State Secretariat of the Penitentiary Administration (SEAP) and its administrative direction is composed of criminal police career (Director and Deputy Director), pursuant to Article 75 of the Criminal Execution Law No. 7.210/84 (Brazil, 1984).

In this context, it is based on the premise that it is possible to make prisons sustainable, integrating environmental management systems, having the Penitentiary of Maximum Security Prosecutor Romero Nobrega (PPRN), from the City of Patos - PB, as a place of departure for carrying out the study, using the natural resources available in the unit, as well as using the prison labor, implementing a model of environmental management more efficient, with conscious production of income, goods and services, without aggression to the natural environment and prison and contributing to the social reintegration of the prisoner.

For Santana (2017), the prison work of the inmate is seen as the key element that explains the origin of the penitentiary institution, constituting a real link between the penalty and this total institution.

Thus, the following research problem is outlined: how has the Penitentiary Attorney Romero Nóbrega, in Patos - PB, has internalized in its administration practices an integrated perspective of the ISO 14001 environmental management systems, ISO 9001 quality and OHSAS 18001 occupational safety and health, glimpsing sustainability?
To respond to the problem proposed, the following objective is outlined: to assess how the Penitentiary Attorney Romero Nóbrega, in Patos - PB, has internalized in its administration practices an integrated perspective of the ISO 14001 environmental management systems, of ISO 9001 quality and of occupational safety and health OHSAS 18001, glimpsing sustainability.

2 THEORETICAL GROUNDS

In order to achieve the objectives of this article, the theoretical rationale includes the following items: Integrated management system and sustainable prisons.

2.1 Integrated Management Systems

Scientific production related to environmental management systems integrated in prisons is still emerging, especially in Brazil. In spite of the current relevance for showing new directions for the prison system, linking prison to sustainable development, environmental education and human rights, research needs to contribute more to the construction of this model that is of interest not only to the penal system, but to society itself.

In this line of thinking, Santos (2020) argues that the model of a new public administration emerges supported by a set that brings together innovative studies and experiences, aimed at transposing and adapting good practices from private to public administration, incorporating concepts such as competitiveness, efficiency, economy, transparency, speed and control of results.

Thus, Integrated Management consists of a set of elements that are related to each other and that must be implemented to ensure an organization's establishment of policies, their splitting into objectives, seeking goals to enable these objectives to be achieved (Severino et al., 2018).

Da Silva e Barbosa (2023) note that in a Management System the concepts involved are always based on prevention, predictability, continuous improvement, planning, analysis and learning practices. Therefore, for Santa Ana (2021), promoting the implementation and certification of integrated management systems, is a current need to meet the requirements of the certification processes of an integrated management system, thus, the importance of good administrative management can fall on both private organizations and public bodies, providing the possibility to achieve the level of excellence in productivity, punctuality and quality in accordance with the required standards.

The environmental sustainability movement in Brazil inside the prisons is still slow. Daversa and Farias (2023) point out that currently society faces global dilemmas and complex issues, requiring more collaboration between the various sectors, so that engaging and qualifying the local actors involved can be a strategy oriented to transformation towards sustainability.

Dias (2016) argues that penal units with a management aimed at sustainability work in isolation, lacking in the country a national policy of environmental management in favor of sustainable prisons. Even so, environmental education (EA) is slowly doing its part in the daily life of some prisons, and in the existing programs, the prisoner obtains knowledge about environmental issues, going on to have a different vision about the environment, becoming a transforming agent in relation to the environmental conservation of the prison itself.

In this context, the management system integrates environmental law so that this right is not limited only to the natural environment, but also to the human environment, aiming to ensure the principles of human rights with better effectiveness and realization, so as to walk together with the values of a sustainable, healthy and balanced environment for every human.
being, not making any distinction as to the condition of the person, guaranteeing rights even if legally deprived of his freedom (Caetano, 2016).

2.2 Sustainable Prisons

Over time, the world undergoes transformations in the area of science and technology, making humanity evolve together in a dynamic process of adaptations and search for new patterns that make possible a harmonious and balanced coexistence of man with nature, preserving the permanence of the human species without compromising future generations, whether it is free or deprived of its freedom. For Carvalho and Santos (2023), humans are capable of causing major transformations in natural environments on a small scale of time. Living sustainably implies accepting the indispensable search for harmony with others and with nature, within the context of Natural Law and Positive Law itself (Milaré, 2015).

The feasibility of a sustainable prison system in the social and human aspect is a concern aroused in some countries, such as the United Kingdom, Denmark, Norway, Iceland and the United States, highlighting in the Icelandic model a futuristic prison, formed by a green architecture with flower structure, while in Norway, based on a classical model, the structure is directed towards ecological prison, with purpose in the perception of understanding and values linked to ecology (Sousa & Souza, 2020).

Moran and Jewkes (2014) write that Bastoy Prison in Norway has a strong focus on education, training and work in order to build in the prisoner the responsibility of preparation for a successful release. The authors add that the prison uses solar panels, firewood heating and a rigorous recycling system, all with the aim of limiting its environmental impact on nature. It even uses horses to transport firewood across the island, where prisoners learn how to manage the island's forest in preservation and supply of wood as a source of renewable energy.

In order to bring about a change in the prison system with innovations that may reflect social, economic, environmental and human factors, strategic initiatives are needed to break down obsolete models. In Brazil, it is recorded that there is no proposal for sustainable practices among the 1,981 prisons that have similarities with the models of the United Kingdom, Iceland or Norway, however, there is a model in the State of Santa Catarina that is in line with the United States' sustainable prisons project, still with very few studies that deal with this relationship with the Americans (Sousa & Souza, 2020).

In this context, it is a fact that Brazil needs to advance more in technical and literary research in the development of programs aimed at the country's reality, including the environment, natural and economic resources and the profile of prisoners, seeking to incorporate ideas and experiments lived in other countries that can be applied in the national scenario, aiming at improving the daily life of detainees, along with environmental preservation in each prison unit, making a call to public and private institutions in the form of partnerships, as well as other actors involved in the prison system, with the purpose of measuring the reality in which the current system is found (Silva & Barbosa, 2023).

3 METHODOLOGY

In order to contribute scientifically to society and to science itself, the execution of research goes a long way in the investigation to reach the answer to the problem presented; to this end, it is necessary to seek usable forms and standards within the scientific production in a satisfactory manner to the conclusion of what is being researched and the result that is intended to be achieved.
3.1 Search Scenario and Location

The *locus* of the research was the Penitentiary Standard Maximum Security Prosecutor Romero Nóbrega, located in the city of Patos, backlands of the state of Paraíba, according to the geo-reference in Figure 1.

![Map - Georreferencing of the Penitentiary P. Romero Nóbrega](image)

**Figure 1** - Map - Georreferencing of the Penitentiary P. Romero Nóbrega  
**Source**: IBGE (2022).

3.2 Methodological Procedures

This research is characterized as exploratory and descriptive, based on the inductive method (Gil, 2002). As an outline of the research, the bibliographic study, documentary and non-participating observation were used, whose theoretical basis remained grounded in the cultural, social, economic, technical and environmental aspects of the Penitentiary. Primary and secondary data were collected to achieve the work, through relevant and diverse sources linked to the research.

The primary data are those obtained directly by the researcher and in the present study, as collection techniques, the non-participating observation and a form with support in the qualitative analysis technique, containing specific questions related to the Environmental Management System - ISO 14001, the Quality Management System - ISO 9001 and the Occupational Safety and Health Management System - OHSAS 18001, whose answers on these subjects were registered in an authentic way as to fidelity, in order to have as result a diagnosis of the management of the Penitentiary Attorney Romero Nóbrega, of Patos - PB.

It is important to highlight that before being carried out, the research was submitted to the Ethics and Research Committee of the Federal University of Campina Grande (CEP/CCIS/UFCG), via Plataforma Brasil, whose process filed under the number CAAE 71096823.2.0000.0205 had the favorable Opinion No. 6.235.514, thus fulfilling all legal/administrative formality for its execution.

As a secondary source, the research was based on specific laws and general norms applicable to the theme. Thus, the secondary data obtained in the present study were collected by means of constant records in the National Secretariat of Criminal Policy (SENAPPEN) (Brazil, 2023); reports of the Romero Nóbrega penitentiary itself before the State Secretariat of Penitentiary Administration (SEAP) of public knowledge; Federal Criminal Enforcement Law (7.210/84) (Brazil, 1984); State Criminal Enforcement Law (5.022/88) (Paraíba, 1988); Federal Constitution of 198 988); UN standards on persons deprived of liberty and internal registers of
the penal unit.

3.3 Data Processing

The data collected by the non-participating observation were treated by visualization *on the spot*, with access to the penitentiary's premises by the outside and inside, in particular kitchen, study rooms for the re-educated students, library, planting area and agricultural production and idle part of the unit's land, being recorded by photographs. The treatment of the primary data, obtained from the interview, took place by content analysis according to Bardin (2016).

With regard to the processing of secondary data, this was done by analyzing content in consultation with the criminal executive legislation and other diverse sources linked to the thematic bibliography, besides documents related to the prison unit. Criminal Enforcement Law No. 7,210/84 (LEP) (Brazil, 1984), the Federal Constitution of 1988 (Brazil, 1988), data from the State Department of Penitentiary Administration (SEAP) and data from the National Bureau of Criminal Policies (SENAPPEN) were mainly used.

4 RESULTS AND DISCUSSIONS

As a way of responding to the research problem, the pertinent observations recorded in the following sessions are indicated as results and discussions, with the appropriate meaning corresponding to each information collected.

4.1 Non - Participating Observation Results

In a structural way and when it comes to conservation (cleaning), the penitentiary unit is well maintained. Cleanliness is observed in the walls of the building, conserved pavements, pruned trees, well-preserved gardens and plantations, and outdoor areas with easy access to the premises.

The part of the land that is still idle has fruit tree plantations that are in the development phase, conserving the land that, according to the interviewee, was turning into a deserted area. It is important to note that seeds for the various plantations are purchased with the manager's own money.

The internal facilities that occupy the administrative body, both criminal police, military and other services provided in the unit, are also well maintained and clean, which demonstrates a certain care and zeal of management.

It also remained observed, that the interviewee is concerned with the environmental actions in the unit, as well as with the humanitarian treatment in relation to the prison population, aiming to respect rights and provide the best possible conduct for the well-being of all, including for the relatives of the prisoners.

A salutary concern is also in the sense of avoiding or curbing illegal conduct within the penal establishment, including the interviewee made clear about the permanent surveillance he has in all senses, giving margin of confidence and strengthening in relation to the partnerships he holds in the name of the penitentiary.

Initiatives have also been observed in relation to other innovation projects for the benefit of the unit, in particular, to expand in the future the cultivation of products for improving the environment, both human and natural, like dripping, installation of solar panels to produce energy and raising domestic animals (chicken).

As observed during the interview, for a safer and more efficient management, it is necessary to have a clinical look, both in the administrative field and in the operational field,
monitoring the practice of acts and attitudes, extended to the prison mass. In addition to the information collected in a primary way, part of the unit's premises listed in the following table is also recorded by means of photographs.

(2a) Sample of the main facade of the Romero Nóbrega Penitentiary

(2b) Sample of vegetable growing for consumption

(2c) Sample of vegetable growing for consumption

(2d) Sample of the use of vegetables in the feeding of re-learners and state agents who provide service in the unit.
Figures 2a to 2g depict part of what was observed on the spot, noting that under Article 29 of the Criminal Enforcement Law, the labor activities performed by the re-learners are remunerated, and both the work and the study contribute to the remission of the sentence, in the proportion that the law determines in Article 126.

4.2 Outcome of General Prison Issues

To analyze the general issues of the maximum security penitentiary Attorney Romero Nóbrega, located in the City of Patos - PB, is to show its identity to the academic world and to society as regards its objective of construction within the State and Federal Penitentiary System, since all the prison units of each state are under the control and requirements of the State Penal
Execution Law (in the State of Paraíba, Law No. 5.022/88 (Paraíba, 1988), and Federal, Law 7.210/84 (Brazil, 1984)) as it is of general application throughout the national territory, being the state for the resolution of matters reserved to its local and subsidiary competence, as exposes articles 49, 56, II, single paragraph, 73 and 119 of Law 7.210/84 (Brazil, 1984).

The Federal Constitution of 1988 (Brazil, 1988), in Article 24, I, disciplines that both the Union and the States of the Federation and the Federal District have competence to legislate on Penitentiary Law, so that the competences of each entity are respected, persisting legal certainty in the preservation of individual and collective rights and, mainly, ensuring the maintenance of order and the Democratic State of Law.

The main results of the general questions can be explained as follows: the establishment has a prison population greater than capacity, including housing provisional prisoners (SENAPPEN, 2023), that by Law No. 7.210/84 - Criminal Enforcement Law (LEP) (Brazil, 1984) should be allocated in public jail (art. 102 of the LEP), leaving the penitentiary only for prisoners in closed regime (art. 87 of the LEP). It is noted that from May 2021, when the current manager took over the direction of the penitentiary unit, changes occurred in the administrative and operational aspects, both in the issue of structural improvement and in the humanitarian treatment, implementing education and work activities for the re-educes, including part of the area of that unit started to be explored in a "sustainable" way, producing goods and services with income generation for the internal and for the establishment itself, improving the natural environment with recovery of degraded areas and idle with the cultivation of agricultural products, adding benefit of humanitarian, environmental, social and economic order.

For each category of prisoner there shall be an appropriate prison unit. In these terms, Marcão (2013) explains that penal establishments should be provided with separate compartments for the various categories of prisoners, so that the provisional prisoners remain separated from the final convicts and the primary prisoners are kept in a separate section from that for repeat offenders.

Both work and study dignify man, even if he is deprived of his freedom. Marcão (2013) maintains that when adjusted to work, the inmate's productive form will not only contribute to social advancement, but, mainly, tends to drive him away from idleness, inseparable companion in the torment of marginal ideas and behaviors.

In a real and also futuristic view of well-being, therefore, the management of the unit intensifies partnerships with institutions and organs of public authorities, as well as private companies, sharing and integrating a more efficient management, which certainly strengthens the process of resocialization, which in the view of the interviewee resonates positively in the life of the only and in the maintenance of the order of establishment.

Among the challenges of the prison system, one of the key elements for the process of resocialization is work (Lavareda & Cato, 2018). The work carried out in the researched unit is guided by environmental management, the theme of which will be addressed in the following item.

4.3 Issues Involving the Environmental Management System (EMS) - ISO 14001

Humanity currently faces serious climate problems and this affects all people, regardless of whether they are free or deprived of freedom, which recommends prison units to look for ways to measure the environmental difficulties that affect both the natural and human environment, as well as to use the natural resources available with balance and moderation.

Environmental management, therefore, deals with the relationship of man with the use of natural resources; thus, an EMS can be realized in a set of norms and methodologies with the purpose of eliminating, or at least reducing, the impacts caused by human activities on the environment, and can be used both in the public and private spheres and in various areas of
action (Esteves & Henkes, 2016).

As regards the internal environmental policy to confirm objectives and goals by the unit, with respect to the norms and avoiding environmental impacts, the interviewee expressed that
the establishment, about two years, adopted provisions of environmental stamp, like the collection and correct destination of the waste produced, preventing its burning, protecting and cultivating the land avoiding chemicals.

He also stated that in environmental emergencies that require more intervention, he uses the municipal government as a partner of the unit, being the internal responsible to ensure awarenes the importance of environmental management to the unit.

There is a concern of the manager regarding the environmental question, even using partnerships, which constitutes a certain attention in the control of environmental impacts. For Esteves and Henkes (2016), in a broader context and from an environmental point of view, an EMS can prevent or reduce environmental impacts, allowing to achieve a sustainable model of life, which is indispensable for the long-term survival of humanity.

There are legal provisions in Brazil that have the objective of protecting and preserving the natural environment; thus, Article 225 of the Federal Constitution of 1988 establishes that both the public authority and the population at large have the responsibility to protect and preserve the ecologically balanced environment for present and future generations (Carvalho & Santos, 2023).

In the vision of assessing environmental performance in relation to the control of the establishment of environmental aspects, based on environmental policy, aiming environmental objectives and goals, the interviewee externalized the strengthening of preservation of the surroundings of the unit, taking advantage of the soil for planting trees and cultivating the land with agricultural activities to avoid, including, erosion.

For Carvalho and Santos (2023), it is necessary to promote Environmental Education actions so that local, historical and cultural concepts associated with conservation are articulated, thus aiming to awaken in the social actors that use the environment a rescue of the feeling of belonging and care aiming at sustainable coexistence with this area.

4.4 Issues Involving the Quality Management System - ISO 9001

The Romero Nóbrega penitentiary, even being a prison unit, carries out activities that require quality control in some items of production; thus, ISO 9001 can be applied, since, as Ribeiro et al. (2017) explain, they are a generic norm that can be applied to organizations of any size and sector of activity and in any form of legal constitution, whether they are public, private or non-profit.

Regarding the existence of some quality management model in the unit, the interviewee said that the soccer balls that are manufactured in partnership with Empresa Carreiro pass through a quality control system of the company itself, as well as some vegetables produced and that serve as exchange for other products in the Supply Center, like eggplant, in which case the control is done by those involved in the exchange of the products.

Thus, there is no specific form for the inspection process of what occurs in the unit and any fact in this sense is recorded in the unit's occurrence book, with official record archived in annotations of the SEAP information system. The respondent's answers highlight that all employees who serve in the penal establishment are aware of their main objective, which is the resocialization guided by respect for rights, being the same responsible, as an authority, to ensure the implementation of the organization's objectives.

As to the use of a specific tool to solve the management problems, the interviewee pointed out in the answer that the tools used are limited to internal meetings with the work teams, with the managers of the Department of Penitentiary Administration, according to the
type of demand, and meetings with the state secretary himself.

Silva et al. (2021) states that quality management (QM) has occupied a prominent position within the management context, establishing itself as a theoretical and practical space of production and knowledge, aiming to influence the execution and control of work in organizations, investing efforts in the qualification of their work processes, through the incorporation of practices originating from Quality Management System (QMS).

4.5 Issues Involving the Occupational Safety and Health Management System - OHSAS 18001

The health and safety system applies both to the administrative and operational corps and to the prison population, with the emphasis being placed on re-educated students who work in the unit, whether in the kitchen, in the cultivation and production of food or in the general maintenance services; in this sense, the importance of an occupational safety and health management system is of great value, given the need for a safe and healthy service provision for all involved in the system.

Therefore, as expressed by Ferreira and Viana (2018), promoting quality of life at work is to propose well-being and personal development of all employees, in addition to promoting the exercise of organizational citizenship in all work environments, leaving satisfaction with the place and the work it performs. Thus, occupational health and safety refer to conditions and factors that affect or could affect the safety and health of all collaborators in the working environment.

As we have seen, the Romero Nóbrega Penitentiary exercises in part, and under the conditions that it has, the international standard OHSAS 18001:2007, which according to Ribeiro et al. (2017) is applicable to organizations of any size, provided that it arouses the interest in establishing a management system of Health and Safety at Work - OSH, aiming to eliminate or at least minimize the risks to people and other stakeholders, taking into account the bias of each activity and exposure to the dangers of OSH, seeking to create, maintain or improve continuously this management system which is also based on the PDCA (Plan, Do, Check and Act, or Plan, Do, Check and Act) methodology.

Regarding management policy regarding occupational safety and health, the interviewee clarified that regarding mental health, there is psychological monitoring for some re-educates, and regarding the work activities, there is monitoring for those who work using tools allowed and necessary for the activities carried out in the unit, as well as basic equipment, such as boots and aprons, taking into consideration that are two areas of risk: the kitchen, where some only work, including internal maintenance with monitoring of cameras, so that in the general external maintenance of the experiences (cells and pavilions) and in the agricultural work, another area of risk, the monitoring takes place with personal accompaniment of penal police.

The interviewee, when asking whether the unit employs the legal requirements imposed by the organization of supervision in the prevention of accidents, replied that "the legal requirements are complied with and supervised by the management of the unit with the commitment of all the others involved and that the establishment does not offer or has other type of accident prevention", as well as he stated that in the last two years there is no record of accidents in that penal unit, so that in the occurrence of such a accident, it should be recorded in the unit's occurrence book.

It is important to highlight that occupational health and safety have direct reference with the conditions and factors that affect or could affect the safety and health of all employees in the work environment (Ferreira & Viana, 2018).

With regard to the participation of employees serving in the unit in the development and critical analysis of policies and procedures involving risks within the penal establishment, the
manager stated that everyone can participate with suggestions and guidelines that can enhance risk prevention, including, are consulted on the occurrence of changes affecting the safety and health of the workplace, overriding by the proper performance of the unit's tasks and by its operational safety.

In the general context, for Ferreira and Viana (2018), the implementation of an occupational health and safety management system is a proactive strategy for organizations that raises concern in the objective of reducing their accident levels as well as improving the working conditions of all employees.

Concerning the constant implementation of improvements in the criminal environment and in the working conditions as a whole, the interviewee replied that "everything takes place as much as possible and according to the administrative and recurrent conditions of the establishment".

5 CONCLUSION

With regard to the general issues related to the penitentiary, even with the administrative and operational zeal observed on the part of the manager, a structural violation as regards the rules of penal, constitutional and human rights execution was observed, since the number of prisoners exceeds the capacity of the unit, including, with provisional prisoners, who by the penal executive law should not be in that prison, which hinders the process of conducting the unit and, consequently, of social reintegration.

Concerning environmental issues, even with the effort that the manager has been making for almost three years, avoiding chemicals in the soil, erosion, making the correct disposal of solid waste and making produce the land available in the unit, there persists the need for more investments by the public authority that acts in the prison system, in view, that management relies on partnerships of public/private bodies and institutions to contain environmental problems, which affect not only the natural environment, but also the human environment, since the establishment is a community of people who even being deprived of liberty need care.

The issue of quality management is hardly visible in the unit, since only the manufactured products (soccer balls) pass through the control of the partner company in this activity, as well as the produced fruits that serve as bargaining chips for other products in the central supply of the city of Patos - PB.

Regarding the issues involving the occupational safety and health management system, it was noted that according to needs and precarious form, there is psychological accompaniment for the prison population and agents of the state. As for the use of safety equipment, the re-educated students who work in agricultural activities, general services and kitchen wear boots and apron, respectively, so that the handling of tools such as knives and others are monitored by criminal and military police, noting that in the last two years there has been no type of accident in the unit, leaving the directorate responsible for monitoring in relation to health and safety to accidents.

In this way, and according to the results achieved, it is possible to identify that the Penitentiary of maximum security Prosecutor Romero Nóbrega de Patos - PB, despite having indications of sustainable practices and an ative management, needs internally investment in its structure, in its human capital and, in the external context, more public policies to achieve sustainable management.

In general, the present work has therefore contributed to the deepening and discussion of the three management systems, which are: Environmental Management System (EMS) - ISO 14001, Quality Management System - ISO 9001, Occupational Safety and Health Management System - OHSAS 18001 and draw attention to the fact that the integration of these systems enhances the reach of sustainability in prison units.
Based on the results achieved with this research, it is suggested to strengthen public/private partnerships, so that there is a greater intervention by the State in order to improve the use of the natural resources that the unit has available, in particular, to implant solar panels to produce clean energy with a reduction in costs for the prison system of Paraíba, to reinforce the production of food in the unit, implementing techniques for managing the soil with drip irrigation for expansion in the cultivation of products and raising domestic animals to aggregate the feed of all of the unit.

Furthermore, it is recommended to promote possible innovations in the space that the penitentiary possesses and that is still idle, so that all these measures, if taken, will certainly mitigate the environmental and human degradation of that penal establishment, with great possibility to make it sustainable, that is, capable of producing but in the whole, but largely, its maintenance, contributing innovations to the whole penitentiary system of Paraíba and national.

It is important to note that the research found limitations for its execution, it being possible to interview only the director of the prison unit Romero Nóbrega, so that for a research with greater thematic depth for literary and social knowledge, what may be possible in future proposition, including at the level of Doctorate, it is coherent that more actors (heads of prison management, titular/deputy secretary of the State Secretariat of Prison Administration) and other sectors of the prison system Paraíba are heard, giving greater contribution in the aspects and objectives that a research can achieve.

With regard to academic and literary aspects, the objective of research is also to contribute towards filling gaps and strengthening scientific production on the theme, given that in Brazil literature is still incipient on the question relating to sustainable prisons and an integrated management system in prison units.

REFERENCES


Brasil. Secretaria Nacional de Política Penal. (2023). Dados estatísticos do Sistema Penitenciário. Brasília, DF. Recuperado de https://app.powerbi.com/view?r=eyJrIjoiMTQ2ZDE4NDAtODE5OS00OzZmLThlYTEtYzI4YTktMjIwMTZjIzZiMmViMiwzNDiwLTFQ0NGMwNDNnNy05MlwiLTklORhNmJmZThlM5J9&pageName=ReportSection045531d3591996c70bde.


