

HUMAN RESOURCES MANAGEMENT FOCUSING ON THE USE OF SOCIALLY DISADVANTAGED PERSONS RELEASED FROM PRISON, AS POTENTIAL EMPLOYEES IN THE SERVICE SECTOR IN THE CZECH REPUBLIC. (CASE STUDY)

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ABSTRACT

The purpose of this article is to analyse the conditions under which persons released from prison sentences can be employed in the service sector (hospitality industry and gastronomy) in order to fully reintegrate them into working life. The article answers the following questions: What makes it difficult for people released from prison to enter the labour market? What are the conditions currently in the labour market for the employment of persons released from custody? How do Human Resources and service sector managerial bodies observe this issue?

Keywords: *HR management, persons released from prison, employer, service sector, hospitality management, hospitality industry, sociology*

INTRODUCTION

At present, the Prison Service of the Czech Republic, (further CR) faces overcrowding of its capacities. There are 36 prison establishments in the CR, of which 10 are detention facilities. The total number of imprisoned persons is around 22,000. There are four types of prisons in the CR, supervision, security, and increased security. In prisons, people are sentenced for the least serious offences. Insecurity prisons and in prisons with increased security offenders are the most severe crimes. Specialised female prisons located in the towns of Světlá nad Sázavou and Opava. Almost 9,000 prisoners are serving sentences in custody. Around 1,150 prisoners were convicted in high-security mode. There are only 37 prisoners sentenced to life imprisonment in Czech prisons (35 men and two women). The Association for Probation and Mediation in Justice, for example, has published the Steps brochure in which People Released from Custody (further PRFCs) can find advice in a wide range of areas (e.g. debt, accommodation, or employment), [7]. The success of post-penitentiary care depends on a large extent on the continuity of all phases of penitentiary care. According to Rosenblum [27] especially the post-penitentiary care is an essential tool for preventing the recidivism of committing PRFC's crime and at the same time a necessary tool for their re-socialisation and reintegration [27], [26]. Social services are provided in post-penitentiary care in the CR divided into specialised services and general services (i.e. services provided to persons in difficult social or personal situations in general). The primary document regulating the provision of social services is Act No. 108/2006 Coll., On Social Services, where PRFC's assistance defines, in particular, the provisions of Section 37 (Social Counselling), paragraphs 2 and 3, according to which necessary social counselling provides to personal information needed to address their unfavourable social situation. The law also requires employees of social services to ensure this. It also states that professional social counselling is provided with a focus on the needs of individual groups of social groups, and also involves working with persons whose lifestyle can lead to a conflict with society [24]. Section 71 of the same Act regulates the area of social rehabilitation as part of social prevention. It stated

there that social rehabilitation meant as a set of specific activities that aim to achieve autonomy, independence and self-sufficiency of persons, activities that take place in the form of field or out-patient services. Employers of PRFCs often require the submission of an extract from the criminal record (not always justly). The enforcement of the punishment under the Anti-Discrimination Act is not in itself a permissible form of the difference of treatment (CR, Act 198/2009), [10]. The employer should only require the integrity of the applicant in specific, justified cases. Besides, the conclusion of merit should determine they assessed concerning the nature of the employment and the nature of the offence [21]. Creswell (2012) points out that the obstruction of the application of the PRFCs on the labour market takes the form of secondary repression and is inadmissible. The common practice of some countries (e.g. the United Kingdom and Switzerland) shows that employers do not ask for a criminal record from their potential workers [21], [9]. Western (2018) argues that post-penitentiary care in the field of employment exists in the form of general and professional activities of non-profitable organisations [35]. One of them is the already mentioned Steps Association for Probation and Mediation in Justice, which presents a relatively extensive chapter on the employment of PRFCs [21].

The social reintegration of persons released from serving the sentence

Annually on averages of 13,200 people are released from the sentence, of which 4,000 are conditional. It is he is a relatively large group of people who suffer from a difficult situation on the labour market as a result of being recorded in the Criminal Register. According to LMC research, more than two-thirds of companies (68%) recruited by recruiting companies require a record of the Criminal Record, with 55% of employers not recording Criminal Records. Recurrence rates in the CR are 70%. Recurrence is also expensive. The average daily cost per prisoner last year (2017) was CZK 1,200, i.e. CZK 438,000 per year. In prisons, the punishment of nearly 20,000 prisoners now served, and this is over 8 billion CZK a year. The Ministry of Justice and the Probation and Mediation Service are currently preparing a new strategy, focusing on reducing the increase in the recidivism of the convicts. One of the projects that should help solve this situation is the concept of so-called probation houses. Champion (2007) gives an opinion, that probation houses should be designated to clients after release from imprisonment. Probation House Clients could acquire and masterwork habits or stable employment, complete education or retraining. Probation houses will help not only those released from imprisonment but also the protective function of the company before relapse and homelessness. This situation indicates that the PRFCs' entry into the labour market should be easier due to the facts mentioned above [19]. However, the simplest situation and the optimal starting conditions for gaining employment complicated by the fact that some stereotypical ideas about their employment persist in the company says Surette (2011) in his research report concerning the possibility of PRFCs' employment [30]. The potential that PRFCs can offer to employers remains idle. In May 2018 the Bytíz prison held a workshop on the potential employment of convicted offenders. The aim, of this event, organised by the Bytíz prison, together with the Union of Industry and Transportation of the Czech Republic. The goal is to help convicts after leaving the prison with the reintegration into the society - helping the released prisoners with employment, housing and legal funds, which are already working, as well as to remove some myths and prejudices. Fifty-six companies attended this workshop. The employees of the Labour Office of the Czech Republic interviewed about the possibilities of cooperation of f released convicts 'employers. Experience with employment after leaving the sentence shared by employers who have long been working with prisoners. Statistics on how many prisoners remain in business, even after their release, account for up to 14%. One of the greatest experiences in employing people released from prison has been in the Mirakulum amusement park near Jiřice. In terms of serving a sentence in 2011, approximately 150 convicted people were working there.

Entrepreneurs employ dismissed prisoners primarily for manual and less demanding jobs. These include assembling products, packing promotional materials, enveloping envelopes, or making simple products from glass or for machinery industry. In the US magazine *Rural Cooperatives*, in 2016 an article was published about the number of people released from imprisonment and the subsequent recidivism due to a lack of job opportunities. It states that the employers' mistrust to offer PRFCs job positions is not the only weak point in the discussed issue. According to the Moriarty (2016), the vast majority of prisoners lack working skills, education, self-confidence and social support, which make their integration into the labour market more difficult. Some PRFCs also face mental illness (the result of imprisonment), [23]. The Statistical Yearbook of the Prison Service in the CR [25], shows that in 2017, 43.41% of the total number of convicted prisoners had basic education and 37.97% of the total number of convicted prisoners. (See Table 1)

Tab. 1: Overview of education of convicted persons in 2017

Highest education level	Male	Female	Total	Total in %
Not identified (foreigners) not listed	180	7	187	0,92%
Special school	486	46	532	2,62%
Without basic education	33	8	41	0,20%
Unfinished primary education	348	33	381	1,88%
Primary education	8012	787	8799	43,41%
Without apprenticeship graduation	7356	340	7696	37,97%
Apprenticeship with graduation	433	23	456	2,25%
Secondary education without GCSE	134	19	153	0,75%
High school secondary education with GCSE	293	50	343	1,69%
Secondary technical education	1195	165	1360	6,71%
Higher professional education	19	3	22	0,11%
University education bachelor	58	5	63	0,31%
Higher education - master's degree	55	6	61	0,30%
University education - engineering	131	11	142	0,70%
University education - doctoral	28	7	35	0,17%
Total sum	18761	1510	20271	100,00%

Source: THE CZECH REPUBLIC PRISON SERVICE: Statistical Yearbook 2017

It can, therefore, assume that those who will be released from the prison once would have to find employment in the labour market. It is related to the issue of available jobs [15]. The analysis of the employability of persons released from custodial sentences has shown that demand for labour is particularly strong in those fields where the PRFCs series are responsible for their professional profile. It is a very positive fact as well as the information that employers' attitudes and approaches to people with criminal backgrounds change and the interest in their employment is increasing [3].

The employment as one of the elements of social rehabilitation of persons released from serving the sentence

A rehabilitated prisoner is not one who learns to survive well in prison but one who succeeds in the world outside the prison on release. Bovan (2018) considering that, if prison authorities are to give priority within their programme of activities in prison to what the International Covenant on Civil and Political Rights describes as the "reformation and social rehabilitation" of prisoners, they will need to base the activities in the prison on giving prisoners the resources and skills they need to live well outside prison. It means for example linking the work that prisoners do in prison to the work possibilities outside [5]. They should be helped to get the skills and capacity to earn their living and support a family, bearing in mind the discrimination that ex-prisoners are likely to face when trying to find work. During the time that men and women are in prison conditions should be put in place to help them find somewhere to settle after they are released and to create some forms of social structure which will help them to be re-accepted into society [26]. None of this will be easy to achieve, especially in circumstances where many jurisdictions face severe overcrowding, a shortage of trained prison staff and few opportunities to make links with the world outside the prison, as well as a hostile reception for prisoners from outside society when they leave. Bovan (2018) argue: "They should also consider developing partnerships with civil society and educational organisations in the community in order to increase the opportunities available to prisoners" [5]. Finding a way of earning a living is one of the most critical elements of the prisoner's ability to reintegrate into society on release from prison. For many prisoners, their time in prison may be the first chance that they have had to develop vocational skills and to do regular work. The primary purpose of requiring prisoners to work is to prepare them for a normal working life on their release from prison, not to make money for the prison administration or to run factories for the benefit of other parts of the Government [8]. It should be remembered that employment is only one element of social rehabilitation. A full response will require opportunities to develop all the skills needed to return to society; differing societies will require differing skills. Some people become involved in criminal activities because they have no legitimate form of income, often because they cannot find employment [20]. It may be because they have never experienced regular work, so have never learnt the discipline which is necessary to follow a regular regime each day. It may also be that they wish to work but do not have the skills and training which are necessary for regular employment. Prison work can have two main aims [12]. The first is the simple one of encouraging prisoners to become involved in a routine which involves getting up, going to a place of work and spending several hours each day working alongside other people in an organised manner. However, this is not sufficient in itself. Duguid (2000) argue that there is little point in forcing prisoners to go each day to a workshop where the work is monotonous and not likely to be of any use to other people. It This means that prison work should 'linked to training aimed at providing prisoners with work skills which will enable them to gain qualifications to work in traditional employment such as building, engineering, administration or farming. It may also be possible to include training in new skills such as computer work [12]. This vocational training is especially necessary for younger prisoners. In designing these programmes, it is particularly important to be aware of the type of employment opportunities which may be available in the local community to which the prisoner will return. Almost all prisoners will eventually be released back to civil society. It is crucial, especially for those who are serving relatively short sentences, which preparation for this release should begin right at the beginning of the time in prison. It is in their interest and in that of civil society since a person who has a place to stay; the opportunity of earning a living and a social support structure will have greater incentives to live successfully in the society. The prison authorities cannot prepare prisoners for release without the help of other agencies based in civil society. Sonar (2017) points out that governmental and non-governmental organisation which work with former prisoners after release should be encouraged to come into prison to build relationships with prisoners before they are released and to begin to plan their re-integration into society [29].

METHODOLOGY AND MATERIAL

The first part of the research focused on whether prisoners are interested in working in the service sector at all. The second part of the research focuses on the expression of service management, specifically in the hotel and gastronomy sector, whether they are willing to offer job seekers the opportunity to work and under what conditions. The third part of the research focuses on the HR managers' expression for possible interviews and the subsequent inclusion of people released from the sentence into the labour process. After the research, we observe several statements from those who were involved in integration into the labour process after their release from the sentence [32]. Data collection took place in February 2018 at the Bytíz Prison in Příbram, Czech Republic. It is a prison for convicted men to serve in the supervision, surveillance and security categories. Part of the department is for prisoners with personality and behavioural disorders. (See Picture 1)

Picture 1: Map of the Czech Republic. X = Mentioned Prison „Bytíz“ in region Příbram



Source: Author's own

Employees distributed paper questionnaires to prisoners. In total, 172 questionnaires were distributed. There were 52 returned, and three questionnaires discarded because all questions were not filled. Thus, the return on questionnaires was 82%. The low return of distributed questionnaires was since the questionnaires were primarily filled by prisoners who were expected to be released in the next six months when they are supposed to seek reintegration into society after their release.

The first part of the empirical survey - Answers of prisoners to questions

1. The interest of persons released from serving a sentence in the service sector
2. Conditions of work of persons released from serving a sentence in the service sector

The second part of the survey deals with hotel and catering managers

By the findings from an empirical survey, a second empirical survey was carried out, focusing on whether employers provided the opportunity to work for persons released from the sentence. A qualitative approach is the most widely used research method in the social sciences, which can be justified both by the openness of this type of research [32], [14] and by the

possibility of gaining a more in-depth and more comprehensive view of the chosen issue [9]. Data collection took place in March 2018 in the Bytíz Prison on the workshop. Specific 49 managers from hospitality and gastronomy industry approached.

The third part of the empirical survey

Total of 30 HR managers from the hotel and gastronomic industry participated in the survey. The subject empirical survey was also attended by 12 HR managers outside of the hotel and gastronomy industry and these were HR managers from the automotive, construction and banking sectors. This empirical survey was carried out after the first and second part of the mentioned survey. Subsequently, an empirical survey carried out, attended by 79 representatives of the hotel and gastronomic companies and 12 representatives from other sectors in the territory of the Czech Republic. In the case of qualitative research, this is non-statistical processing of the acquired data, which allows us to look deeper into the examined issues. In order to present qualitative research results, they need to be analysed by encoding. The addressed of HR managers discussed the following questions: *Would offer employment to the prisoners? If so, how do job interviews take place and what is the job posting procedure?*

The fourth part of the empirical survey focuses on the statements of former prisoners already integrated into a normal life concerning their employment

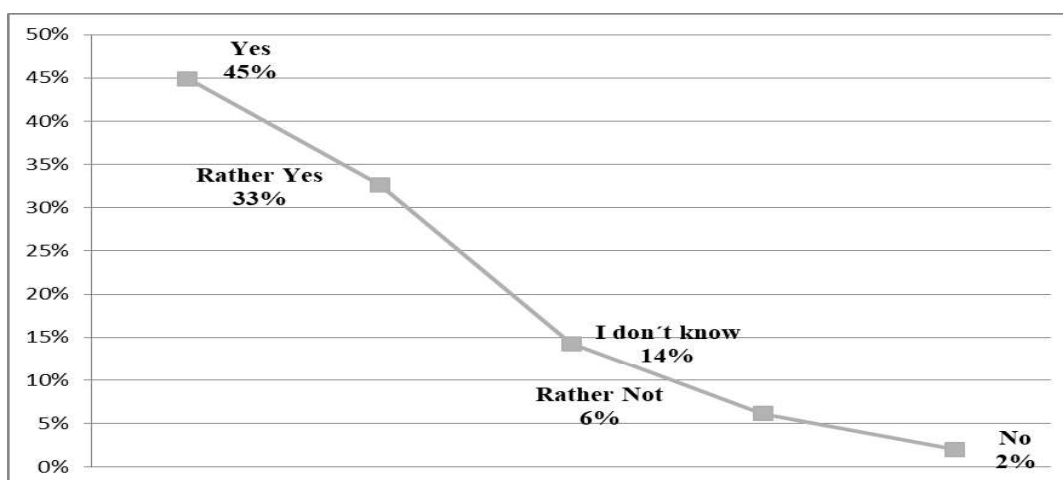
A group of researchers who conducted the research investigations attempted to contact some of the former prisoners with the intention of finding their views on social integration back to normal life after they were released from prison and subsequently their experience with the employment. Researchers were able to contact just four prisoners who were willing to share their experience after they released from prison.

RESULTS

The results of the first survey – prisoners

Graph 1 gives answers to the question: ‘if someone offered you a job at a service, specifically at a hotel or restaurant, would you consider taking such an offer?’ (See Graph 1)

Graph 1: Interest of persons released from serving a sentence in the service sector

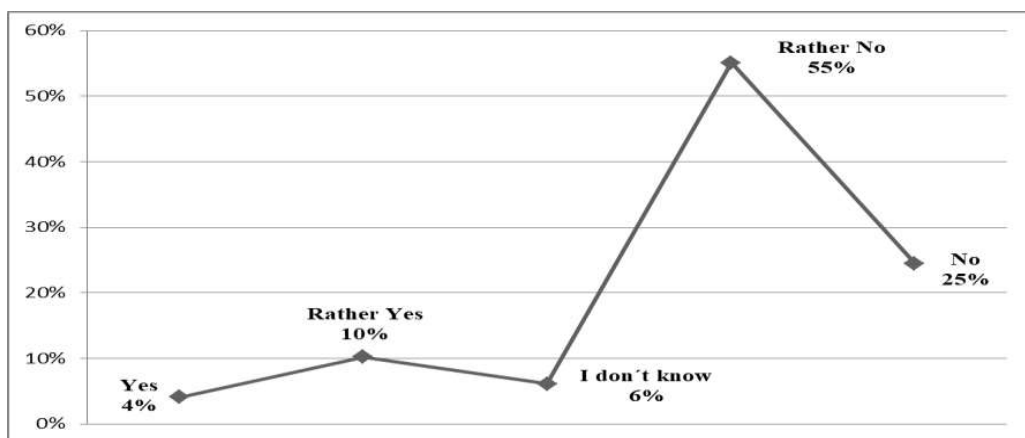


Source: Author's own

Most PRFCs work in the gastronomy and hotel industry. 45% respondents answered YES; 33% respondents answered Rather Yes; 14% respondents said "I do not know"; 6% respondents answered Rather Not; 2% respondents would not want to work in the gastronomy and hotel industry. PRFCs also expressed their interest in certain professions in the gastronomy and hotel industry. From the respondents' answers, we observe that the greatest interest among PRFCs is the professional chef and the bartender. Respondents also show above-average interest in the writer's work as well as the receptionist and kitchen assistant.

On the other hand, the respondents are below the average interest rate towards the occupation of the chambermaid and the luggage porter. Respondents give the opportunity to place their position and their interest in the discussion of interest in specific positions in the gastronomy and hotel industry. None of these options has used. Subsequently, respondents asked whether they would have any conditions when they enter the job (in the gastronomy and hotel industry). (See Graph 2)

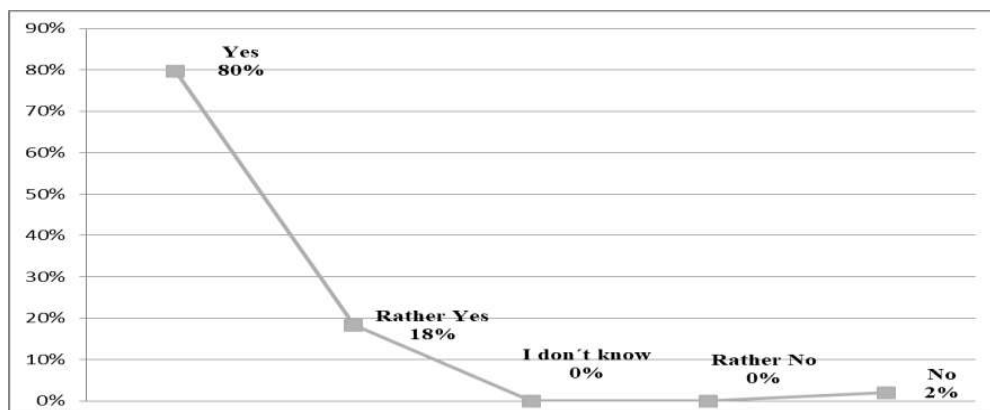
Graph 2: Use of conditions when entering employment



Source: Author's own

Regardless how respondents to the question of whether or not they were going to work in the gastronomy and hotel industry, they also expressed their position concerning employment conditions they might ask for [28]. From the respondents' answers, the largest segment attributes the financial conditions, then the duration of the shift types. Respondents gave the opportunity to state their terms when discussing the conditions for entering the gastronomy and hotel industry. Respondents also asked whether they would like the employer not to know they released from custody. Their answers recorded in graph 3 (See Graph 3)

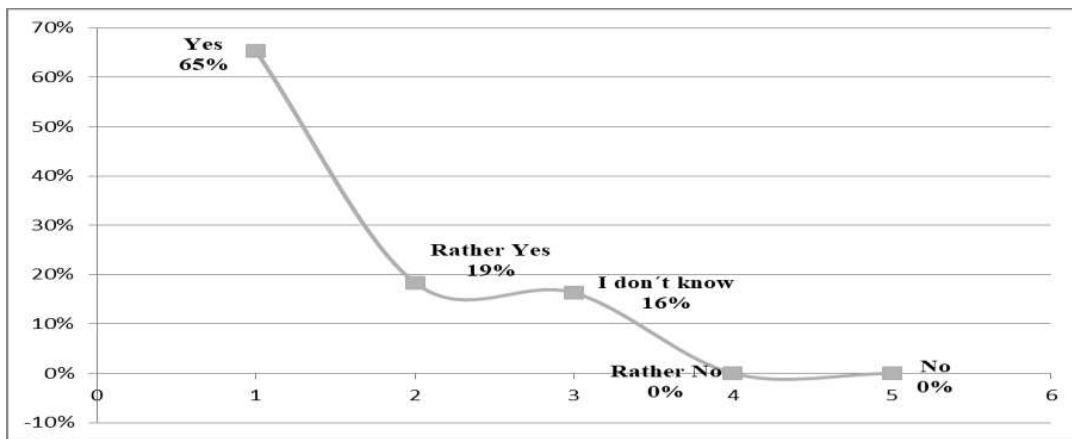
Graph 3: Requirement - not to impart to the employer a criminal past



Source: Author's own

From the respondents' answers to the above question, almost all (48 respondents, i.e. 98% of respondents) would like their employer knows their criminal past. Similarly to the question of the possibility of not looking for the criminal past, the respondents answered in the case of the question of the possibility of not communicating the kind of crime they committed (interview, on taking up employment). Graph 4 shows that, if possible, the type of offence for which he/she convicted would not be communicated to the employer by the majority of respondents (41 responses - 83%). (See Graph 4)

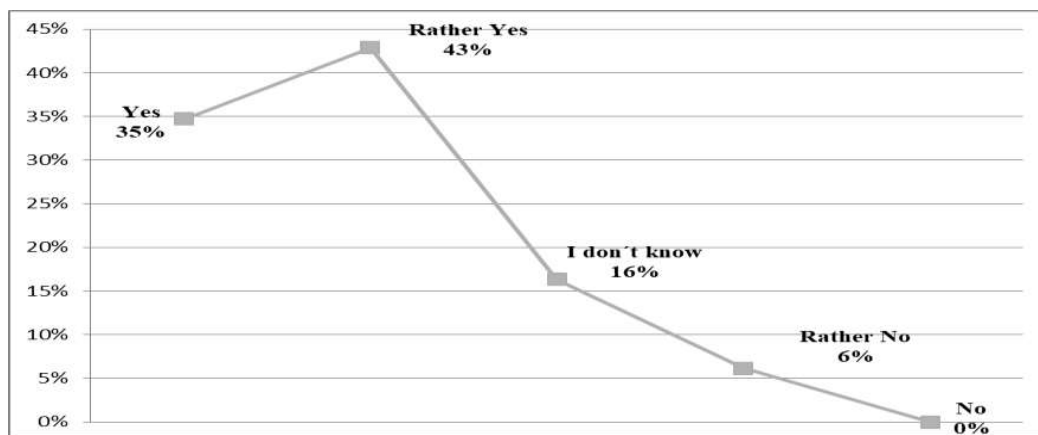
Graph 4: Requirement of no disclosure to the employer of the type of crime committed by PRFCs



Source: Author's own

Eight respondents (16%) responded to the question of whether they wished the employer did not ask about their criminal record. It is clear from the previous text (specifically from question 4, where respondents were asked whether they would have any conditions upon for taking up employment) that respondents convinced that succeeding in the labour market with criminal history is not easy (see the statement that PRFCs cannot impose conditions on taking up employment to get the job at all). Respondents also expressed similar thoughts by asking whether they thought that their employer requests to submit a criminal record extract what could make it more difficult to enter the gastronomy and hotel industry. Answers to the question asked are incorporated in Graph 5. (See Graph. 5)

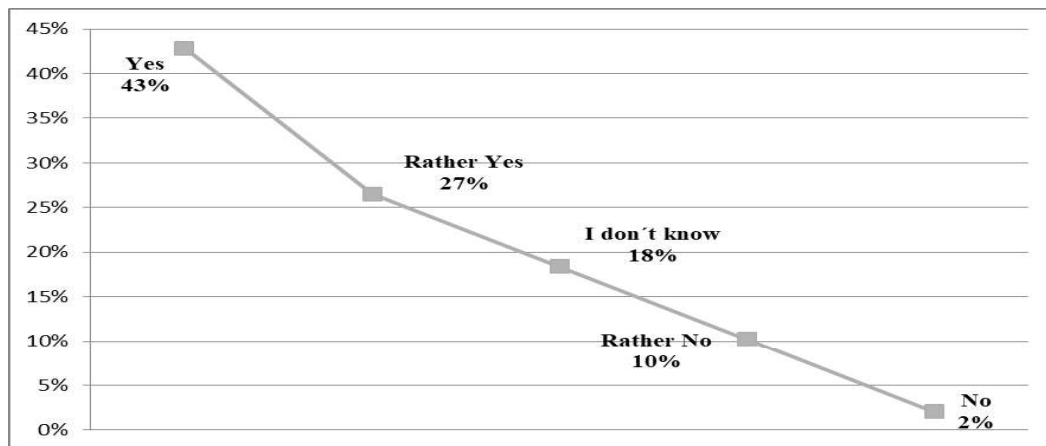
Graph 5: PRFCs' opinion on making it easier to take up employment in the gastronomy and hotel industry as a result of requesting the submission of a criminal record extract



Source: Author's own

The majority of respondents (17 YES and 21 responses rather YES, 38 responses, 78%) believe that the requirement of a criminal record on the part of the employer (which reveals the criminal history of the respondents) is aggravating when entering the labour market. Eight respondents (16%) hesitated with the answer because they did not know it. Only three respondents (6%) believe that the requirement of a criminal record listing when entering a gastronomy and hotel business is not an obstacle (answers are instead NO). If respondents admit the fact that an extract from the criminal record their future employer may require, most of them would like to have the fact that they are PRFCs left to them. It follows from the respondents' answers of question 10 - 'would you like the employer to leave the fact that you have been released from custody, not to spread it among employees and others?'

Graph 6: The PRFC wishes not to notify the third party employer of information about their criminal activities



Source: Author's own

Out of 49 respondents, was 70% (21 responses YES, 13 answers rather YES), with the employer to discuss their criminal activities with the third parties. Nine respondents (18%) are unable to answer this question. Five respondents (10%) chose the answer rather than NO and one respondent (2%), the fact that the employer speaks frankly about their criminal past. In the framework of the questionnaire survey, the respondents also considered the question of what would be more (real) to get them to work (in general). Some respondents answered the question in different words, but their answers could be sorted into five categories. The first place in the list of supportive activities that the PRFCs would help when entering the labour market occupied the categories of "non-judgment". Within this category, the following issues mentioned: absence of prejudice, equal treatment, non-observation, non-discrimination, an absence of discrimination, lack of evaluation of the criminal past, non-compliance. Forty-two respondents (86%) considered their answers to be unworthy. Seven respondents expressed their concerns in released prisoner's testimonies. Fifteen respondents (31%) mentioned that they would generally help them get their jobs if their colleagues help them work. Specifically, this category mentioned: willingness to learn and sufficient time to learn. Even when communicating with this request, some PRFCs were concerned. One of them, for example, said, anyway. Twelve respondents (24%) would help if employers adequately rewarded them. Eight respondents (16%) would appreciate and, when entering the labour market, would help them to get in a friendly team in their employment. For two respondents (4%), it is essential that their work is close to home. Longer driving distance to work would seem to be an obstacle to enter employment in general. From the above table, 27 respondents (55%) would appreciate if someone gladly assists them to enter the gastronomy and hotel industry, taught them and was patient. Thirteen respondents (27%) referred to the possibility of retraining in the context of simplification of the

entry into the gastronomy and hotel industry. Twelve respondents (24%) then generally said that working in the gastronomy and hotel industry would mean that everyone had a chance to work there (at first). Five respondents (10%) would make it easier to enter the labour market in the given field of opportunity to complete language courses. Three respondents (6%) mentioned that they would help them when they work in the gastronomy industry (specifically restaurants) if they could only be in the team from the beginning. It is a safer form of training for them - they will find out whether they have a 'so-called' job before they decide to sign the employment contract for the main job.

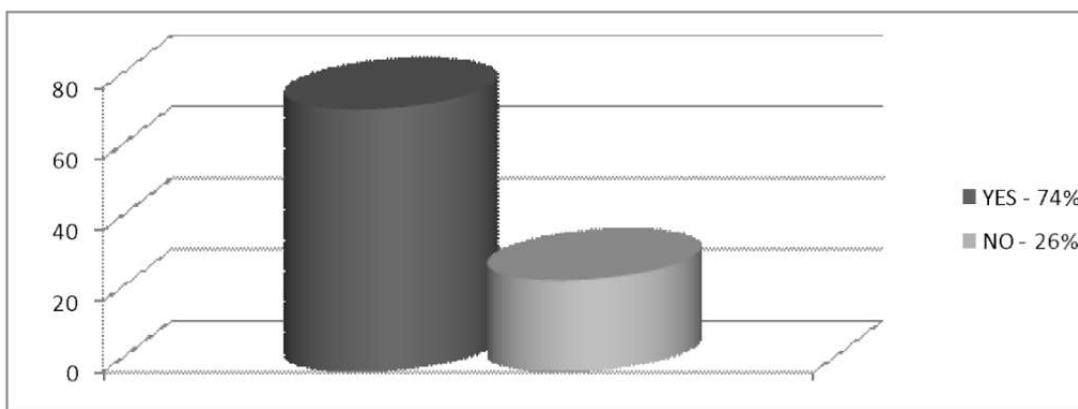
Results of the second survey - Managers who are willing to employ people released from custody

Managers of gastronomic and hotel facilities must take into account the nature of the crime for which a PRFC initially convicted for the imprisonment. The severe crime which mentioned as an obstacle to the employment of PRFCs includes large robberies, deviant murders and violence against women and children. An example of an answer from one of the managers: it depends on the penalty that the candidate would have. 'I would not accept anyone convicted for more thefts or more serious crimes, such as a murder of a child or violence against a woman.' It is clear from the nature of the PRFCs' employment that the disadvantages of their employment include fear of unrepresentative or otherwise inappropriate behaviour (e.g. lack of work ethics, lack of discipline, failure to respect authority or conflict). In addition to unrepresentative behaviour that could cause damage to the gastronomic or hotel facilities in the form of loss of restaurant reputation, the disadvantages of PRFCs' employment include the need to increase control at work. Among the concerns that managers mentioned in the context of the disadvantages of PRFCs' employment, there is also a belief about the possible recurrence of crime. There was an ambivalent approach among them. As a strict condition of receiving PRFCs in the gastronomy and hotel industry, none of the managers would have it. Some testimonies of managers are testimonies to credibility [28]. From other responses, it is clear that managers would welcome the condition of cooperation with the accompanying organisation. Interviewing with managers was a condition for submitting a statement from the criminal record.

The third part of the survey - Expression of the staff from Human Resources Management

The same question submitted to 42 HR managers to the same question: Are they willing to offer a job to a person released from prison? (See Graph 7)

Graph 7: Are they willing to offer a job to a person released from prison?



Source: Author's own

Statement on the issue

74% of HR managers are ready to offer work to the person released from prison. 26% answered negatively. When recruiting new prisoners to work and participating in a project funded by the European Union and the City of Prague, the selection of a particular applicant is very careful. We approached prisons where we sent detailed leaflets about possible work for people ending with PRFCs, we cooperate with adult curators of city office departments who are informed in detail both by telephone and in person about the possibility of employing people after PRFCs custody and last but not least, we cooperated with non-profitable organizations whose target group are people with criminal backgrounds. After selecting a convenient candidate, the organisation's contact person will contact us and, together with the candidate's CV, will also send us a recommendation containing the above information. There is not possible to include such candidates in the database who convicted for violent crimes, committed against children or other entrusted persons or as crimes against human dignity [16]. However, each applicant is assessed individually and is very much informed about the offence committed. Every candidate was recommended, or the person who contacted us directly after being released from PRFCs invited for a job interview. At the beginning of the interview, we will always introduce our business and organisation, inform them about what they should do, and familiarise the job seekers with the conditions of admission to employment. We are mainly interested in their motivation to work, the committed crime, including the circumstances of their perpetration and the length of the sentence, including any supervision. This information is vital for possible inclusion in the training workplace, especially in order to know how the applicant perceives the criminal offence with time. It is also essential to identify whether the job seeker is suitable for the job (manipulation with sharp objects, handling of cash, etc.). It is essential to find out whether the applicant has a family background and is motivated to be able to respect the conditions of the social enterprise, i. e. work correctly and in a timely manner, take part in compulsory vocational training, and regularly attend courses that the worker chooses [34]. For each interview, we require a CV which then provides additional queries. During the interview, we also find out the candidate's education and work experience. However, these questions are somewhat informative, not decisive for offering or not a job. In the case of a positive evaluation of the interview, the candidate was invited for a probationary day. Subsequently, recruited and fixed for period of 8th months. The employment of the applicants in the café is treated as a "transit" to help the more disadvantaged people who have been released from PRFCs period and wanted to incorporate into so-called "good civilian life". We use the ABA (2016) model which is: "During the trial day, the applicant is half a day in the kitchen and half a day at the café bar [2].

Example of one of the positive integration into the work process

Mr K. made his mum's interview at the cafeteria while he was serving a sentence. At that time, the release date was approaching. Mr K. was convicted of possession of narcotic drugs and psychotropic substances, illicit use of foreign objects and driving without a driving license. At the interview, Mr K. was very sympathetic and motivated. The advantage for him after his release was that he had family support and background. He did not experience anything of gastronomy but was ready to accept a new challenge and opportunity. So we agreed on a trial day. After completing the test day, we talked with Mr K. about whether he wanted to continue working, and gave him feedback on his activities throughout the day. Mr K., however, did not believe at the cafeteria at all, saying he would not do the job because the kitchen is not handy. However, we were in the lead of the cafe and project that Mr K. was able to learn everything. So we gave him a thoughtful day. Mr K., after consultation with his mother, said the next day that he was still trying to work, and so we agreed on the date of arrival. During his employment,

Mr K. was very active, he learnt his fears very quickly, and his work soon began to entertain him. At present Mr, K. is among the good Caffeine employees.

The fourth part of the survey - Expression of the persons released from the prison

- 1. The integration of Pavel S. lasted for six months. From the very beginning, he worked very actively, and himself bypassed potential employers around his home (farm). Getting a job was a big priority for him. He benefited from project benefits from meal vouchers and monthly fare for public transport. Already at the second meeting, Pavel was lucky, and the Café Therapy unexpectedly relaxed in the kitchen and needed a quick crowd. Mr Pavel liked the offer also because he already experienced in gastronomy. However, the condition of employment in Café Therapy was to not participate in a follow-up program, which Pavel defended very heavily. Since Pavel worked very well in three months, he offered a contract of indefinite duration. With the certainty of financial income, could proceed to fulfil another order - debt and execution. Together with the probation service and the employer, he handled all of the commitments what amount he could afford to send to individual creditors. After half a year, Pavel was offered the same job position with a better financial award on the open labour market and decided to end the Café Therapy contract.*
- 2. Ladislav was convicted of theft, and after being released, coincidentally found himself in a place that had has been robbed, while the police officers legitimised him, and when they found out that he had convicted of the same crime, they were detained. The fatal line for the past was made by Ladislav, who wanted to distance himself, in particular, from his former friends who brought him to jail and which he believed might have had a bad influence on him if he did not stop to see them. Ladislav could see that he was ashamed of his past and did not want to remind her too much. At present, Mr Ladislav does not have a permanent job. He accepts occasional job offers.*
- 3. Patrick was accused and convicted of involvement in a robbery raid because he was driving a car with the people who had committed the assault, but he did not know what they said. Currently, Patrick works as an assistant working on the construction site. For example, Patrick has consistently experienced victimisation by the police, who regularly stop them and check not only their identity but also the baggage they have with them (their content must take out of the police). Perhaps the highest degree of stigmatisation was felt by Patrick, who felt it immediately after leaving prison: Patrick: "Well, what then at home, everyone is watching ... Anything lost in the house, so they were ringing at us.*

CONCLUSION

The following findings emerged from the empirical survey. A questionnaire survey among potential PRFCs showed that if somebody offered the work at a hotel or restaurant, most of them (78%) would accept it. The most attractive professions in the field of gastronomy and the hotel industry are the chef and bartender for PRFCs. The above-average interests for PRFCs are also a position of a waiter, receptionist or kitchen assistant. The least appealing to them is the occupation of the chambermaid and the luggage porter. Most PRFCs (98%) would like the employer not to know that they have spent some time serving a sentence, they do not want the employer to know their criminal history. Most of them (83%) also do not want the employer to know what the convictions were for; what kind of crime they committed. Most PRFCs (78%) consider that employer's request for a criminal record may make it more difficult for them to

take up work in the gastronomy and hotel industry. If possible, most PRFCs (70%) would also welcome measures in which the employer would not discuss their criminal history with the third parties.

If managers were to take in the ranks of their employee's people released from custody, they would ask them for criminal record information, they would be interested in what crime was committed, and with these facts, they would get to know the working team. Managers are not willing to let their staff try a job in nonsense. Job positions that people offer after the punishment are the chef, handyman, auxiliary workforce or office work. Persons released from prison would, in addition to the chef, but instead work, in positions of bartender, waiter or receptionist. They would also like to doubt the employer about their criminal history and the type of crime they committed [17]. They would like their criminal history to be kept secret from other employees as well. The employers are baffling about their criminal past only in the case of third parties. Like their employees, managers are willing to leave the people released from the punishment and at other points - assistance with incorporation and ensuring appropriate financial evaluation. They are willing to try to minimise the prejudices of the work of people released from the rest of their staff in the ranks of all their employees, as well as to ensure their friendly admission to the collective. Useful work between the two parties is recommended for transparent negotiations; emphasis is also placed on concluding a psychological contract and on the openness of communication.

In order to select a suitable candidate, HR personnel do not include a candidate who was convicted of committing violent crimes, crimes against children or other entrusted persons or as crimes against human dignity. In interviews with persons released from custody, it analysed that they are afraid of relapses, that they will repeat criminal activity [4]. They were people who had been serving a sentence for more than one year, and their family backgrounds were failing during their stay in prison. On the question of integration into the work process, they would welcome better cooperation with the probation service [6]. Representatives of the Prison service introduced a new concept. The aim of the new Prison Concept in the Czech Republic by 2025 is to emphasise the essential condition for successful re-socialisation, which is a joint effort to integrate released prisoners into society and prevent them from repeatedly committing crimes [25]. The area of work with convicted and subsequently released from imprisonment is extensive, but despite the crucial importance of treatment programmes, it cannot be narrowed only to the actual execution of the sentence. It includes an extensive sphere of post-penitentiary care, crime prevention programmes and, last but not least, social policy [13].

In order to successfully re-socialise released prisoners, protect society from crime and real-life reintegration, it is necessary to link state policies and to co-operate with a wide range of stakeholders from the state and non-profit sectors. The recidivism of the convicted poses a severe problem of the Czech Republic, especially from the prison population. In 2016, convictions, which were previously serving 70% of imprisonment, represented 20% of the convicted prisoners in 2017 [33]. The problem of recidivism is particularly acute with many repetitive offences, such as theft, misconduct, and neglect of necessary nutrition [18]. The number of convictions for these crimes is about half of all convicted in recent years (about 35,000 people each year) (75% of all convicted persons convicted of these complete sentences). The primary goals of the concept are primarily to protect the security of society through efforts to reduce the recidivism of criminal behaviour [33]. To enable real reintegration of released prisoners into society, to lay down the main accent in the execution of imprisonment to the area of professional treatment and the joint activity of some stakeholders in a sense, the effectiveness of the functioning of the Czech prison system. Given the ten years after which the new penitentiary concept would be an active material, it was not possible to predict further developments not only

in the prison system but also in the whole of society. However, the concept is a detailed description of the current situation, the objectives to pursue in the area of prison and related spheres and the instruments to achieve these goals (MJ CR, 2018), [25], [31]. Nearly all prisoners will benefit from help to prepare them for life after release. For some, this might involve helping them to improve their confidence and belief in themselves. For others, it might involve assistance in finding jobs, accommodation when they leave prison or providing them with sufficient money to enable them to travel to their home area [1]. The longer a person has spends in custody the more critical such programmes will be. General agencies which help unemployed people or homeless people could be involved in helping prisoners to prepare themselves for release [7]. These might include probation and social services, religious groups and other non-governmental organisations [22]. Preparation for release often includes the opportunity for prisoners to leave prison daily before their actual release date. May be used to give them the opportunity to attend a training course or to obtain new work skills, sometimes at a workplace where they can continue to work after release. Sensitive preparation often needed for prisoners, especially those who served long sentences and who are returning home [11]. This preparation may be essential not only for the prisoner but also for other members of the family who became unused to having their imprisoned family member in the immediate family circle. One method of achieving this is to allow the prisoner to return home regularly for a few days at a time as the end of the sentence approaches.

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