

IOI Workshop for NPMs “Communication skills & techniques”

25 -27 September 2017



PARTICIPANTS

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TRAINING PURPOSE & AGENDA

Developing skills in order to optimize interaction and communication with challenging conversation partners, e.g. during visits of places of detention but also in the everyday work with difficult complainants, is of great importance for Ombudsman and NPM staff.

With this innovative training seminar, the IOI strives to create a format that enables participants to learn through a practical approach while at the same time upholds the **“do-no-harm” principle**, which is so essential when monitoring places of detention.

Participants can try out and improve their communication skills in **role plays** with trained actors, who are familiar with individual psychiatric clinical patterns of patients and simulate the patients’ characteristics in an interview situation. The actors then provide feedback, which will help participants to improve their actions in similar situations in their field of work.

Participants will also observe real-life monitoring visits by the Austrian NPM via **livestreams**. Visits will be made at a retirement home and a facility that provides aftercare to former prison inmates.

This way the training abides by the **“do-no-harm” principle** as clients and patients only have to deal with a familiar situation and are not disturbed by a larger group of training participants. In addition, the language barrier of the classic shadow monitoring approach, which usually causes additional disturbance in the facilities, is eliminated, as translation will take place in the training room.

The key **lessons learned** as well as the **next steps** will be part of the third and last day of the training.

DAY 1 | Monday, 25 September 2017

| TIME | TOPIC |
|---------------|---|
| 09h00 – 10h30 | <ul style="list-style-type: none"> – Welcome – Getting acquainted (round of introduction) – Warm-up (purpose, objectives and agenda of the training) – Introduction to role plays with actors (brief explanatory words) |
| 10h45 – 12h30 | First round of role plays <ul style="list-style-type: none"> – participants split into two groups – role plays with actors simulating real-life situations with challenging conversation partners (2 plays per group) – rounds of feedback and reflection with actors, other participants and experts (psychiatrist / APT / SPT) – personal reflection & note taking |
| 12h30 – 14h00 | Lunch |
| 14h00 – 15h15 | Second round of role plays |
| 15h15 – 15h30 | Coffee break |
| 15h30 – 17h00 | Plenary Session <ul style="list-style-type: none"> – analysis of one of the role plays – important observations from human rights point of view – conclusion of Day 1 (personal gain & benefits) |

DAY 2 | Tuesday, 26 September 2017

| TIME | TOPIC |
|---------------|--|
| 09h00 – 10h30 | <ul style="list-style-type: none"> – Introduction program point “livestream” – Introduction of NPM work in Austria / preparation for livestreams (procedure of visits / preparations for interviews etc.) – Warm-up (purpose & objectives of the day) |
| 10h30 – 10h45 | Coffee break |
| 10h45 – 11h50 | Livestream I – “Nursing Homes” <ul style="list-style-type: none"> – Interview with resident followed by reflection and Q&A round |
| 11h50 – 12h00 | Coffee break |
| 12h00 – 12h40 | Livestream II – “Nursing Homes” <ul style="list-style-type: none"> – Interview with staff followed by reflection and Q&A round |
| 12h40 – 12h50 | Personal reflection & note taking |
| 13h00 – 14h45 | Lunch |
| 14h45 – 15h30 | Livestream III – “Post-Correctional Institution” <ul style="list-style-type: none"> – Interview with client followed by reflection and Q&A round |
| 15h40 – 16h20 | Livestream IV – “Post-Correctional Institution” <ul style="list-style-type: none"> – Interview with staff followed by reflection and Q&A round |
| 16h20 – 17h00 | Plenary Session <ul style="list-style-type: none"> – Conclusion Day 2 (personal gain & benefits) |
| 19h00 – 22h00 | Dinner |

DAY 3 | Wednesday, 27 September 2017

| TIME | TOPIC |
|---------------|---|
| 09h30 – 10h15 | <ul style="list-style-type: none"> – Welcome & objectives of the day – Feedback on training from perspective of international observers |
| 10h30 – 12h00 | Group Work / World Café <ul style="list-style-type: none"> – Learning experience / lessons learned |
| 12h00 – 12h10 | Coffee break |
| 12h10 – 13h00 | Plenary Session <ul style="list-style-type: none"> – Closing remarks – Evaluation of training experience & next steps |

DAY 1 / ROLE PLAY WITH ACTORS

Two trained actors, who are familiar with the psychiatric clinical patterns of individual patients, simulated the patients' characteristics. The clinical patterns played by the actors included:

- borderline personality disorder in isolated detention (male)
- post-traumatic disorder in a psychiatric institution (female)
- alcoholic in a forensic psychiatry (male)
- person suffering from dementia in nursing home (female)

Participants split into two groups, each of which was headed by a psychiatric expert of the Austrian NPM (Dr. Fischer and Dr. Kraigher) and accompanied by one of the observers from the APT and the SPT. One or two participants conducted the interview; the rest of the group observed the interview.

After each role play the actor/actress left the room and participants discussed their observations in a first round of formal feedback; experts and observers added their impressions.

This first round of feedback was then followed by a round of "emotional" feedback with the respective actor/actress, who – no longer in the role – was able to provide additional and elaborated feedback to the participants, thus helping them to improve their actions.



Thursday, 28 September 2017

AUSTRIA

WIENER ZEITUNG 13

Human Rights Training with Actors

International guests practice real-life situations with actors at Austrian Ombudsman Board

by Petra Tempfer

Vienna. "Will the lady now go back to her therapy?", one of the participants of the workshop held by the International Ombudsman Institute (IOI) asked on Monday. As the only global organization for Ombudsman institutions worldwide the IOI held this training workshop on the topic of preventive human rights monitoring. Just now two male participants asked a woman who seemed distressed about the conditions of her placement in a therapeutic facility. She says that doctors who treat her change too often. She would like to have more continuity. The 45-year-old woman, who sits there in a buttoned-up blue cardigan, explains that one of her room mates is very restless, which is why she has troubles to sleep. Whenever she rings the bell for the nurse however, the nurse does not always come.

187 member institutions from around 100 countries.

The woman mentioned before does not have to go back to therapy. She is an actress, who is specially trained to perform the behaviour of patients with psychiatric conditions in training sessions for medical students. During the workshop, she helped participants practice the communication skills they need when carrying out their preventive human rights mandate. Participants were prepared to these role plays with actors. The latter however performed

main concerns. However, she would have liked more detailed questions about her everyday routine, which was rigidly structured and therefore perceived as a burden by her. In general, she would also have preferred talking to a woman instead of two men.

Livestream interview with former inmate

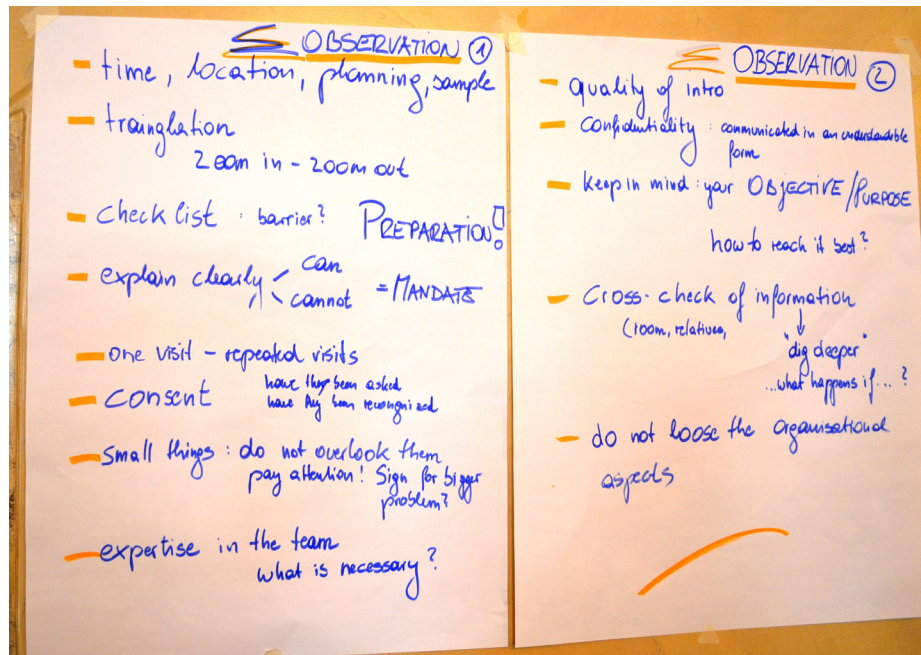
On Tuesday participants accompany two members of the Austrian NPM commissions on a visit at a residential home for older persons and a visit to the NEUSTART association, where a former prison inmate is being interviewed. Krüster explains that these interviews are followed via livestream to abide by the "do-no-harm" principle and to avoid disturbing the interviewees by larger delegations.

Krüster further explains, that the technical equipment for the realization of these livestreams was provided by Cisco and developed by the IT company X-tension, who originally designed a similar solution for a child suffering from leukemia, who was then able to follow classes via livestream. During the workshop participants in the training room are watching the interview – that is simultaneously interpreted into English – on a large screen and can afterwards communicate with the members of the commissions to ask questions.

On Wednesday the workshop ends with closing rounds of discussions. Next year a follow-up training is planned in Scandinavia.

Informal translation by IOI General Secretariat

DAY 1 / OBSERVATIONS ON ROLE PLAYS



- Check-list / preparation
- Time, location, planning, sample
- Triangulation (zoom in / zoom out)
- Quality of intro: explain mandate clearly and right away (what you can and cannot do)
- Confidentiality (communicate in an understandable form)
- One visit – repeated visits
- Consent (have they been asked / have they been recognized?)
- Small things (pay attention, often signs for bigger problems)
- Expertise in the team (what is necessary?)
- Keep in mind your objective/purpose and how to reach it best
- Cross-check of information (with roommates, relatives, etc.)
- Dig deeper (what happens if...?)
- Do not lose sight of the organizational/institutional aspects

Feedback on role plays from APT/SPT observers:

Preparation

Set of questions in the back of your head can help get the essential information and give good recommendations afterwards. Be flexible during interview; list of questions can also be perceived as a barrier.

Introduction

Quality of introduction is essential. Explain NPM mandate clearly and in an understandable way. Don't promise what you cannot do! Explain confidentiality and keep in mind issue of reprisals from staff or fellow inmates/clients when selecting interviewees.

Visit objective (zoom in / zoom out)

Give interviewee space for individual story (zoom in) but never lose sight of bigger picture. Focus on the overall objective of the visit. Consider institutional aspects (zoom out) to verify if there is a systematic problem.

Consent

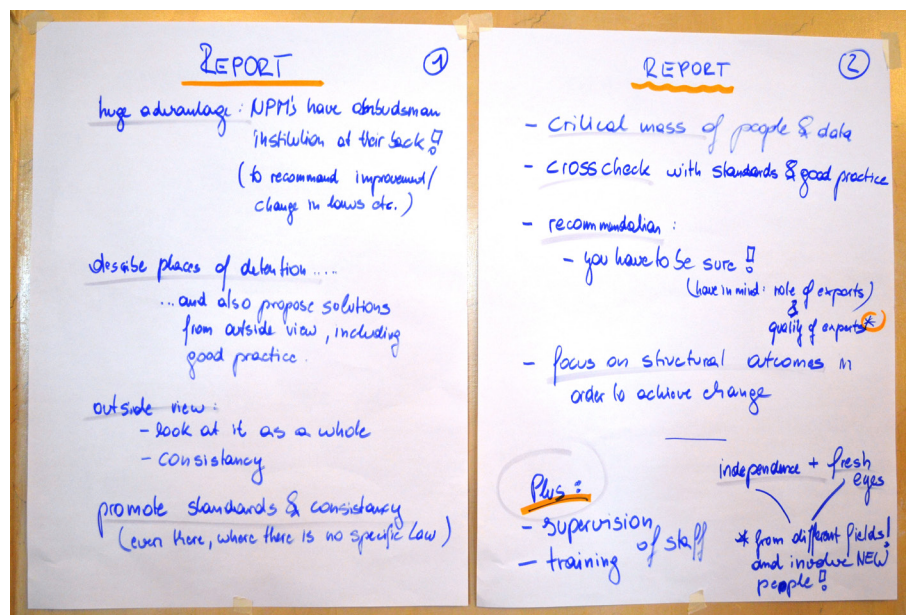
Find out if people gave consent to their detention or to receive certain treatment. Find out what measures have been taken in case they did not give consent.

Dig deeper

Pay attention to small things. Notice alarming information and verify and cross-check it by widening the circle of interviewees (e.g. staff, other inmates/clients, relatives of patients etc.)

Experts

Critically scrutinize involvement of experts and identify when expertise brings additional benefit for the visit.



- Advantage if NPM has Ombudsman institution at its back to recommend improvements and changes in law etc.
- Describe places of detention; propose solutions from an outside view (incl. good practices)
- Look at it as a whole; promote standards & consistency (even when there is no specific law)
- Critical mass of people and data
- Cross-check with standards and good practices
- Be sure about recommendations; have in mind the role and quality of experts
- Focus on structural outcomes to achieve change
- Independence & fresh eyes (from different fields / involve new people)
- Supervision & training for staff

Feedback from APT/SPT observers on how to include observations in report:

- **NPM role**
Describe what you see, point out (systematic) problems, highlight good practice and promote consistent standards. Not necessarily NPM's role to provide solutions to observations
- **Ombudsman advantage**
Recommendations from Ombudsman can trigger legislative change.
- **Critical mass of data**
Good reporting requires a good basis of collected information. Interview critical mass of people and obtain data from other sources as well. Include knowledge of experts to complement your report.
- **Recommendations**
SMART-guidelines for recommendations
(**S**pecific / **M**easurable / **A**chievable / **R**ealistic and relevant / **T**ime-bounded)

*“A good preparation results in a good visit,
which then again results in good recommendations.”*

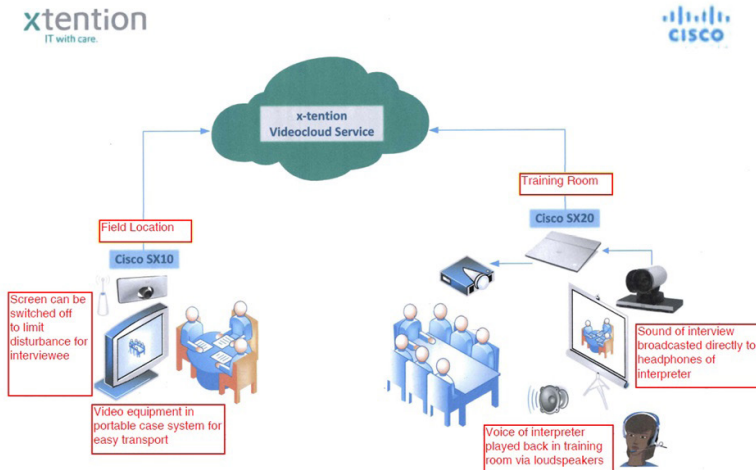
DAY 2 / LIVESTREAMS OF NPM INTERVIEWS

On the second training day, participants were able to observe real-life monitoring visits of the Austrian NPM via a livestream. Interpretation of the German interviews was provided to participants in the training room.

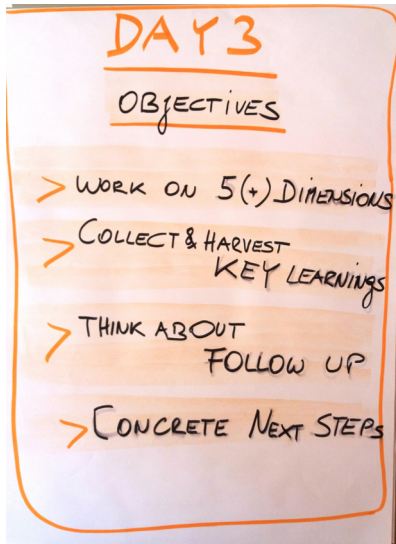
This innovative approach once again ensured a practical focus while at the same time upholding the “do-no-harm” principle. Interviewed clients only had to deal with a familiar and comfortable setting and were not disturbed by a larger group of training participants, which can be the case in a classic shadow monitoring approach.

Visits and interviews were conducted by Ms Regina Sitnik and Mr Robert Krammer, both members of the Austrian NPM commissions. They talked to a resident and a staff member at a Viennese retirement and nursing home and to a client and a staff member at NEUSTART, an association which provides aftercare to former prison inmates.

After each interview, participants were able to directly “dig deeper” in a live Q&A-round with Ms Sitnik and Mr Krammer.

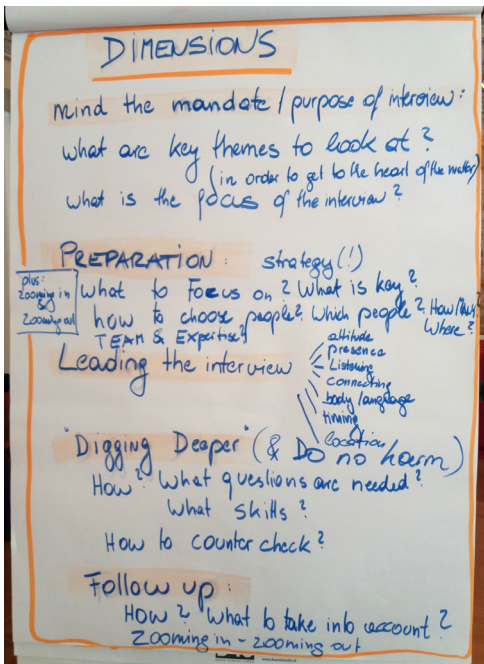


DAY 3 / 5 DIMENSIONS FOR QUALITY INTERVIEWS

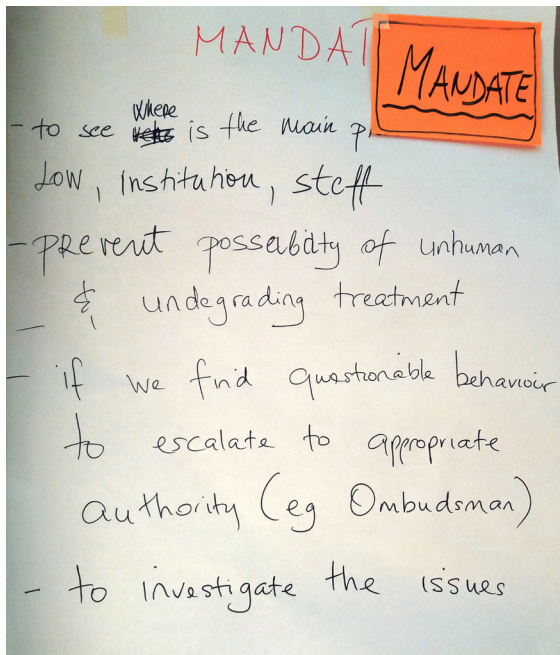


5 Dimensions for a high-quality interviews

- (1) **Mandate**
Mind the mandate and purpose of the interview
What are the key themes to look at?
What is the focus of the interview?
- (2) **Preparation**
Strategy: what is key / what to focus on?
How to choose interviewees?
Team and expertise?
- (3) **Leading the interview**
Attitude / presence
Listening skills
Connecting
Body language
- (4) **Digging deeper**
Do no harm!
What questions are needed?
How do I cross-check information?
- (5) **Follow-up**
What to take into account?
Zoom in / zoom out

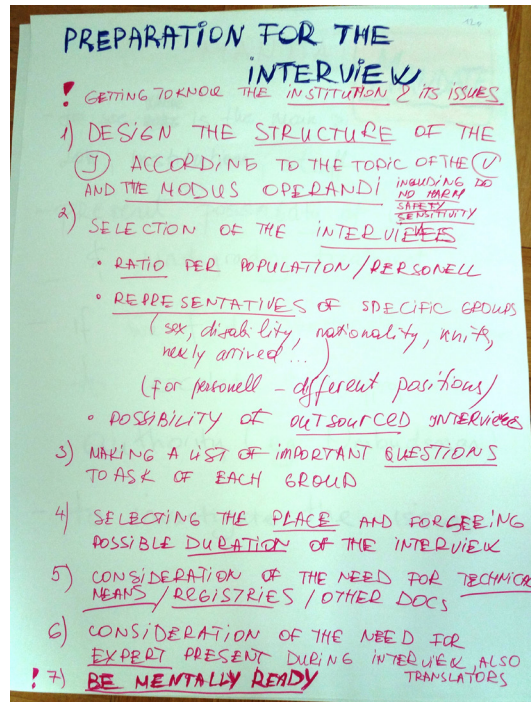


In small working groups participants then discussed and developed the key points for each of the above listed dimensions for conducting high-quality interviews.



MANDATE

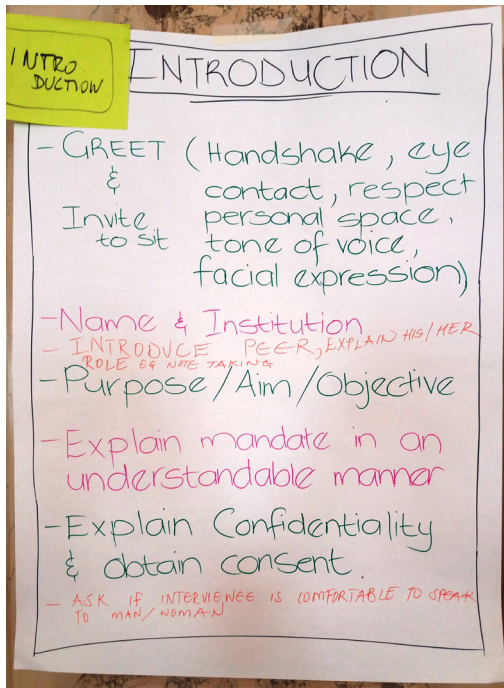
- see where is the main problem (law / institution / staff)
- present possibility of unhuman and degrading treatment
- if we find questionable behavior to escalate to appropriate authority (e.g. Ombudsman)
- investigate the issues and have a preventive focus at all times (risk factors)
- make a clear distinction between the NPM and the Ombudsman mandate



PREPARATION

- get to know the institution and its issues
- design interview structure according focus of the visit and modus operandi (incl. do no harm, safety, sensitivity)
- selection of interviewees
- ration per population / personnel
- representatives of specific groups (sex, disability, nationality, minorities, newly arrived, different positions from personnel etc.)
- possibility of "outsourced" interviewees
- make list of important questions
- select place and foresee possible duration of interviews (where are the chairs, how can you call help if needed etc.)
- consider need for technical means, registries, other documents etc.
- consider need for expert present during the interviews (also translators)
- be mentally ready

(guideline book on how to prepare interviews available on APT website)



INTRODUCTION

- greet & invite to sit (handshake / eye contact / respect personal space / tone of voice / facial expression)
- introduce yourself (name & institution)
- introduce peer (explain his/her role, e.g. note taking)
- explain why you are here (purpose / aim / objective of your visit)
- explain mandate and confidentiality issue in understandable manner
- obtain consent (especially when recording an interview)
- ask if interviewee is comfortable to speak with man/woman
- consider number of interviewers (with one it may be easier to build atmosphere of trust, with two you can better cross-check information)

LEADING THE INTERVIEW

A. Choose location (safe and confidential)

B. Introduction (in simple terms):

- introduce yourself
- the purpose of your visit
- your mandate
- make clear your limitations

C. Manage interview

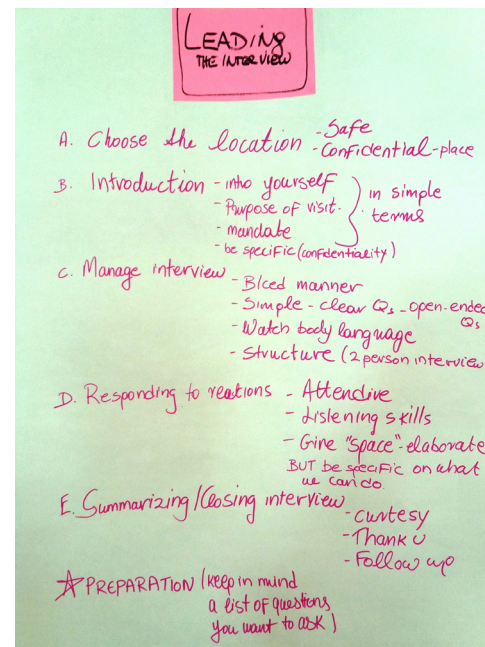
- in a clear manner
- simple questions / open-ended questions
- watch body language (also your own)
- structure (2 persons interview)
- have check-list in back of your mind (not necessarily in front of you)
- stay on track (especially in prisons)

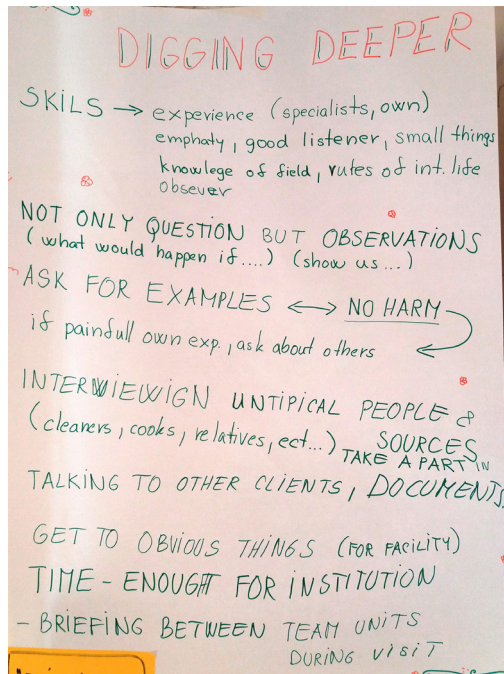
D. Responding to reactions

- attentive / listening skills (listen but steer the interview, listen without judgement)
- give "space" to elaborate but be specific on what you can do

E. Summarizing / Closing the interview

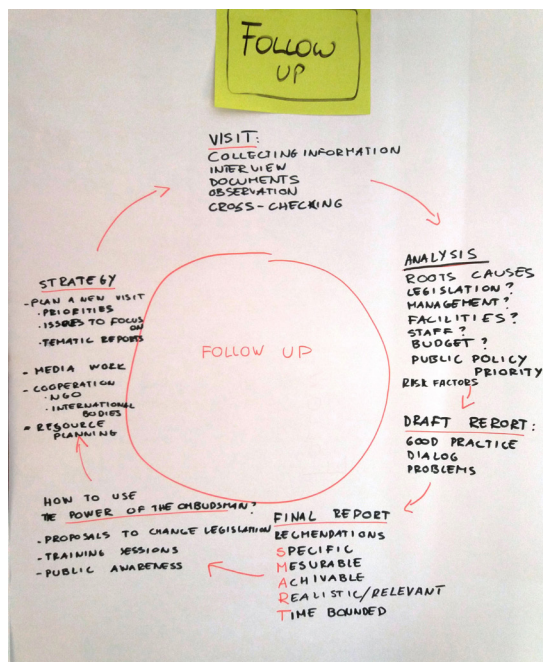
- courtesy / thank you
- offer possible follow-up visit





DIGGING DEEPER

- use your skills and experience (empathy, be good listener, observe small things, have knowledge of field, be aware of rules of institutional life etc.)
- it is not only about questions but also about observing (read body language, ask what would happen, ask to show things etc.)
- ask for examples (if own experience too painful, ask about others, go taste the food)
- interviewing untypical people and consult other sources of information (e.g. cleaning staff, cooks, relatives, other clients, documentation etc.)
- get to obvious things (for facility)
- make sure you have enough time for your visit (e.g. consider longer visits for larger institutions to get familiar)
- de-briefing between team units during/after the visits

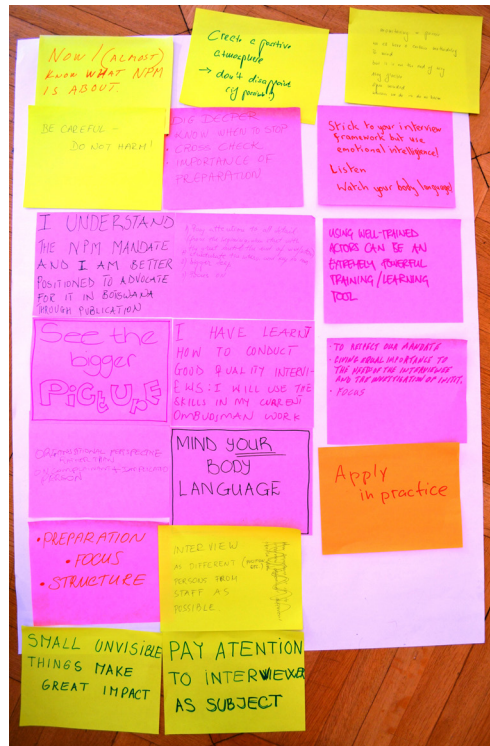
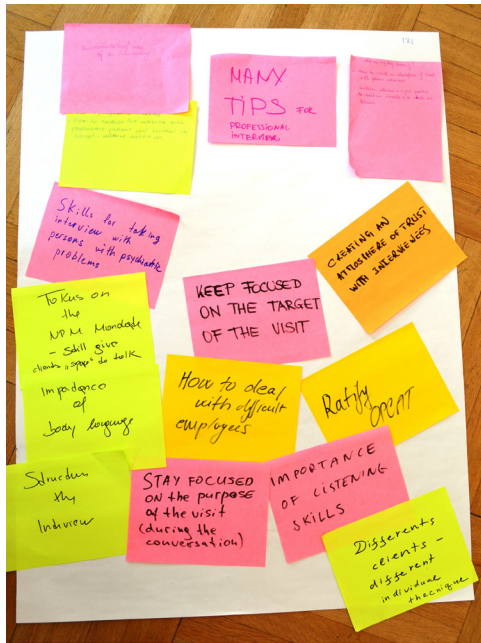


FOLLOW-UP

Visit => Analysis => Draft Report => Final Report => Ombudsman Power => Strategy => Visit

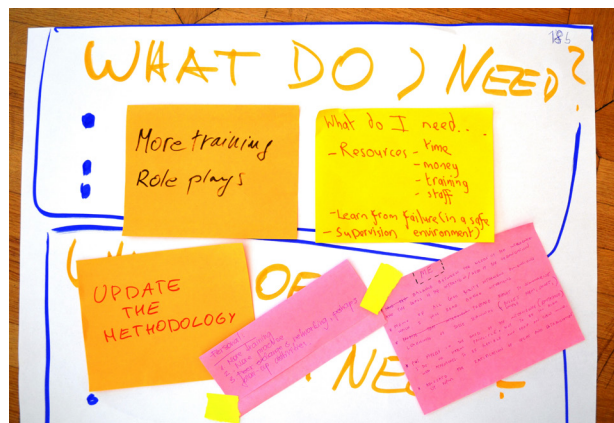
- Visit
collect information (visit / interviews / documents / observations / cross-checking)
- Analysis
what causes problem (legislation / management / facilities / staff / budget / public policy priority etc.)
- Draft report
already start dialogue with facility / mention good practices first / then problems & recommendations
- Final report
SMART-recommendations (specific / measurable / achievable / realistic / time-bounded)
- Ombudsman power
proposals to change legislation / training / public awareness
- Strategy
priorities for next visit / media work / cooperation (NGOs, intern. bodies) / planning of resources

DAY 3 / KEY LEARNINGS - WHAT DID I LEARN DURING THIS TRAINING



- many tips; recommendations and rules for professional interviews
- how to create an atmosphere of trust with interviewees
- how to conduct interview with psychiatric patients and residents in social-welfare institutions
- different clients = different individual techniques
- how to deal with difficult employees
- importance of body language (yours and of interviewees)
- importance of listening skills
- pay attention to interviewee as “subject” (not “object”)
- keep focused on the target of the visit
- focus on NPM mandate but still give clients “space” to talk
- structure the interview
- focus on organisational perspective rather than on individual complaint
- see the bigger picture / check organisational structure
- preparation / focus / structure
- pay attention to details, small invisible things make great impact
- dig deeper but know when to stop and cross-check
- monitoring is a process: we all have certain methodology in mind but it is not the end of the way; stay flexible, open minded and whatever you do, do no harm!
- be careful – do no harm
- give equal importance to the needs of interviewee and the investigation of the institution
- using well-trained actors can be an extremely powerful training and learning tool
- livestream interviews are a good practice to build on experience and check techniques
- respect your mandate
- I understand the NPM mandate and can now advocate for it in Botswana
- apply the lessons learned in practice

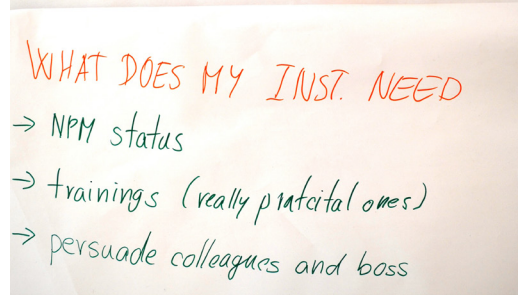
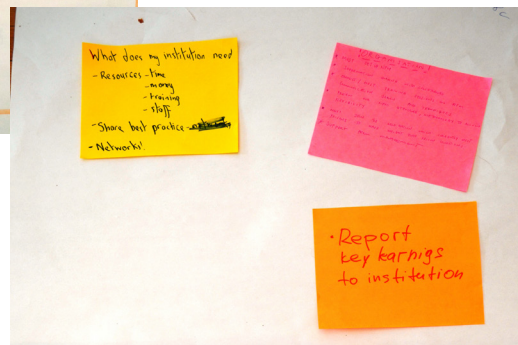
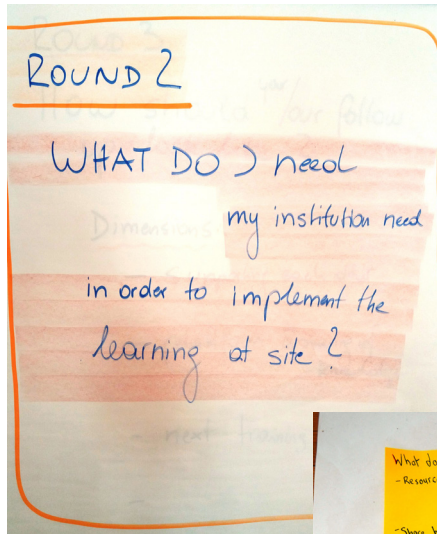
DAY 3 / KEY LEARNINGS - WHAT DO I NEED TO APPLY WHAT I HAVE LEARNED



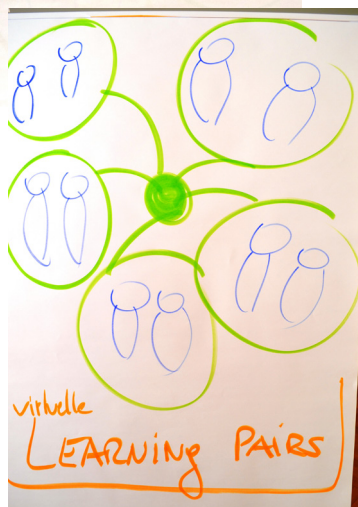
- more **training** (especially with difficult clients)
- role plays
- more practice
- learning from failures (in safe supervision environment)
- peer exchange and **networking** incl. follow-up, joint activities
- resources (time / money / training / staff)
- update the methodology / compare standards with colleagues
- balance between needs of interviewee and goals of the interview/need of the organization
- memo of all good quality interview dimensions to read before interviews
- prepare report to summarize learnings of this training
- put myself in the shoes of the interviewee (empathy)
- do no harm, i.e. not to be too rigid with approaches, be flexible and keep an open mind
- advocate for ratification of OPCAT and establishment of NPM
- **share information** through networks and with colleagues



DAY 3 / KEY LEARNINGS - WHAT DOES MY INSTITUTION NEED



- more training (with real practical approach / internal interview training)
- conduct/host training sessions on NPM topics, communication skills etc.
- networks for information sharing and exchange (especially on a regional level)
- report key learnings to institution and share knowledge with colleagues
- review institution's NPM structure, methodology and allow for more flexibility
- join delegation which currently visit prisons to have insight into prison conditions
- analyze current work against NPM principles and adjust if needed
- involve experts / tap into knowledge from experts
- persuade colleagues and boss
- support from management
- resources (time / staff / money / training)
- legislative change / legal framework
- NPM status / ratify OPCAT



INFORMATION EXCHANGE

- learning buddy system as a first concrete step to facilitate and further shared learning
- staff from different institutions „pair up“ to support each other through regular contact and exchange (e.g. by talking via skype once a month) and to keep the contact and exchange alive after the training

NETWORK

- IOI as focal point for network
- IOI collects feedback about learning buddy system to identify needs for follow-up training or other IOI services and activities
- implement platform for sharing and exchanging information and expertise on the IOI website
- provide information and guidelines (in close cooperation with APT and SPT)

TRAINING

- follow-up training initiative with practical approach
- internal training seminars to strengthen interviewing skills

LEARNING PAIRS

| | | | | | |
|-------------------------------|---|-----------------------------------|--------------------------------|---|---------------------------------------|
| Denmark (Rikke Illona Ipsen) | + | Botswana (Tebogo Titose Mapodisi) | Tonga (Joy Lepaola Vaea) | + | Czech Republic (Tereza Gajduškova) |
| UK (Matthew Aplin) | + | South Africa (Zwelenkosi Matwa) | Finland (Reima Laakso) | + | Sudan (Ishan Hussien Babikir Mohamed) |
| Austria (Nadine Riccabona) | + | Latvia (Sandra Garsvane) | Slovenia (Jure Markič) | + | Cyprus (Antonia Kyriakidou) |
| Austria (Peter Kastner) | + | Latvia (Liene Namniece) | Malta (Neville Aquilina) | + | Slovakia (Katarína Trnková) |
| Serbia (Jelena Samardžić) | + | Armenia (Vahan Mikayelyan) | Romania (Izabela Cernavodeanu) | + | Estonia (Maria Sults) |
| Lithuania (Kristina Brazevič) | + | Morocco (Hamid Benhaddou) | Austria (Manuela Albl) | + | Serbia/Vojvodina (Jagoda Vjestica) |

CONCLUSION - WHAT IS YOUR NEXT STEP WHEN RETURNING HOME?

Set up an IOI network.



Share the information with colleagues.



Talk to the Ombudsperson about increasing our budget.



Share knowledge with NGOs.



Find next possibilities of cooperation between IOI and APT.



Be prepared for „being used“ (SPT)



Advocate the implementation of NPM mandate.



Talk, talk, talk.



Put up a list of things to do in the office.

Share the support I got here in Vienna.

Tell my team what I have learned.

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