

## SOCIAL REINTEGRATION OF PRISONERS THROUGH WORK. PRISON PARTNERSHIPS WITH THE PRIVATE SECTOR

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**Abstract:** This research explores how work activities carried out in Oradea Penitentiary contribute to the resocialization of inmates, highlighting the collaboration between the prison system and the private sector. Adopting a qualitative approach, the study is based on interviews with nine prison police officers and two local entrepreneurs directly involved in prisoners' labour activities. The study thus identifies mechanisms through which work serves not only as a disciplinary tool but also as a mediator between prison life and social reintegration. Partnerships with companies can generate reciprocal benefits, both financial and as a means of acquiring new professional qualifications, while employers gain access to a stable workforce. However, obstacles such as stigmatization, post-release difficulties (lack of ID documents/shelter), and rigid legal frameworks undermine the potential for post-release social reintegration. The conclusions emphasize the need for efficient inter-institutional coordination where authorities, employers, and the community ensure facilitation of the reintegration process.

**Keywords:** prison system, social reintegration, offenders, prison labor, public-private partnership, prison legislation, recidivism.

**Résumé :** Cette recherche explore comment les activités de travail menées à la prison d'Oradea contribuent à la resocialisation des détenus, en mettant en lumière la collaboration entre le système pénitentiaire et le secteur privé. Adoptant une approche qualitative, l'étude est basée sur des entretiens avec neuf agents de la police pénitentiaire et deux entrepreneurs locaux directement impliqués dans les activités de travail des prisonniers. Ainsi, l'étude identifie les mécanismes par lesquels le travail sert non seulement d'outil disciplinaire, mais aussi de médiateur entre la vie carcérale et la réinsertion sociale. Les partenariats avec des entreprises peuvent générer des bénéfices réciproques : à la fois financiers et comme moyen d'acquérir de nouvelles qualifications professionnelles, tandis que les employeurs accèdent à une main-d'œuvre stable. Toutefois, des obstacles tels que la stigmatisation, les difficultés post-libération (manque de papiers d'identité/logement) et la rigidité du cadre juridique compromettent le potentiel de réinsertion sociale après la libération. Les conclusions soulignent la nécessité d'une coordination interinstitutionnelle efficace permettant aux autorités, employeurs et communauté de faciliter le processus de réintégration.

**Mots-clés :** système pénitentiaire, réinsertion sociale, détenus, travail pénitentiaire, partenariat public-privé, législation pénitentiaire, opportunités légitimes, récidive.

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**Rezumat:** Această cercetare explorează modul în care activitățile de muncă desfășurate în Penitenciarul Oradea contribuie la resocializarea deținuților, evidențiind colaborarea dintre sistemul penitenciar și sectorul privat. Adoptând o abordare calitativă, studiul se bazează pe interviuri realizate cu nouă polițiști de penitenciar și doi antreprenori locali implicați direct în activitățile lucrative ale deținuților. Astfel, studiul identifică mecanismele prin care munca servește nu doar ca instrument disciplinar, ci și ca mediator între viața carcerală și reinsertia socială. Parteneriatele cu companii pot genera beneficii reciproce, atât de natură financiară, cât și mijloc de dobândire a unor noi calificări profesionale, în timp ce angajatorii au acces la forță de muncă stabilă. Totuși, obstacole precum stigmatizarea, dificultățile post-eliberare (lipsa actelor/adăpostului) și rigiditatea cadrului legal subminează potențialul reintegrării sociale post liberare. Concluziile evidențiază necesitatea unei coordonări eficiente interinstituționale prin care autoritățile, angajatorii și comunitatea să asigure facilitarea procesului de reintegrare.

**Cuvinte cheie:** sistem penitenciar, reintegrare socială, deținuți, muncă penitenciară, parteneriat public-privat, legislația penitenciară, oportunități legitime, recidivă.

## 1. Introduction

Social reintegration of ex-prisoners remains a major challenge for the prison system. In the Romanian context, where recidivism continues to challenge the effectiveness of resocialization measures, this paper explores a concrete aspect: the role of work activities carried out by prisoners during the execution of custodial sentences. The study investigates how work becomes a framework of control and resocialization, but also a bridge towards reintegration into society, analysing the partnerships of Oradea Penitentiary with companies such as Valtryp or Cargus – companies involved in the production of steering wheels or logistics.

Based on Foucault's theoretical perspectives on disciplinary mechanisms (1991) and Goffman's concept of total institutions (1961), the research investigates how work can become a framework of social control and resocialization, but also a bridge that facilitates reintegration into society. A local employer summarized this ambivalence: “They come here to learn a trade, but also to become human again”.

The aim of the research is to assess the impact of prison-private sector partnerships on prisoners' employment opportunities and to identify factors that help or hinder their preparation for post-release social reintegration. Based on qualitative data collected between 2023 and 2025, this study uses in-depth interviews with nine penitentiary staff and two business partners involved in inmate labour programs to explore the phenomenon's complexity.

I would like to emphasize the need for a reconceptualization of prison work – not as a mere extension of punishment, but as a process of identity reconstruction. While partnerships with private firms open doors to the outside world, they do not remove obstacles such as lack of identification and shelter or the reluctance of employers to hire those with criminal records. The article therefore offers a critical reflection on how public policies could transform these one-off initiatives into a coherent reintegration system.

## 2. Theoretical framework

In this research I follow aspects of prisoners' lives in the prison environment, explicitly their involvement in work while in detention. The theoretical framework used in the documentation and analysis was based on Foucault's sociological perspective. Reintegration and crime prevention are objectives pursued by prisons, using work to "discipline" prisoners. The Foucauldian theme on the development of the disciplinary regime (Foucault, Brodeur, Ferri, Amicelle, & Lafleur, 2022), emphasizes the valorisation of work, which allows for a strong control over subjects by anchoring them in places, environments and activities, making them dependent on the performance of tasks according to a certain framework, thus aiming to achieve stabilization.

In terms of the sociology of prisons, prison has long been seen by sociologists as a world of its own, a micro-society within society (Goffman, 1961). The total character of prison institutions evoked by Goffman captures the psychosocial impact that prisoners continue to face because of the strong control exercised over their social, cultural and personal lives within prisons. Although protecting the security of the community, punishing delinquent individuals, educating them and preventing those deviant behaviours are still promoted by the objectives set by the penitentiary institutions (Bony, 2015), also specific to total institutions, the level of authority, the threshold of control exercised over the institutionalized, must be observed.

The treatment of prisoners according to certain standards, the promotion of the institution's total perspective in the staff's relationship with the incarcerated, the formalities highlighted in the standardized daily activities captured in Goffman's research (1961) remain topical in the Romanian prison system.

By targeting the specific interaction of a well-defined social group, using conceptual schemes and analysing its experiences, behaviours and values in combination with external factors that may explain the occurrence of changes, the research derives from the paradigm of symbolic interactionism (Mărginean, 2000). The rehabilitation process to which the prisoners must undergo is followed in the research subject, and in order to be able to see its effects, I focus on their education and involvement in the work during the execution of the sentence.

Among the set of theories that are representative in current research, I have included differential association theory (Sutherland & Cressey, 1966), social control theory (Hirschi, 1969), and the 'new criminology' paradigm (Taylor, Walton, & Yound, 2008).

This article highlights some of the findings from the doctoral research, which focuses on the the process of integration of inmates into the labour market and the employment of former prisoners. The aim of this research is to obtain an overview of the labour involvement of inmates in Oradea Penitentiary and to identify the effects of the collaboration between the penitentiary and the private sector in facilitating employment for incarcerated persons. The fundamental research question: *What are the labour market employment experiences of inmates in Oradea Penitentiary?*

### **3. Prisoners' right to work**

Depending on the type of regime of execution of deprivation of liberty, prisoners may be involved in work, considering their qualifications, state of health, skills, as well as vocational training programs intended for them. According to Law 254/2013, the provision of work by convicted persons may be carried out inside or outside the place of detention, under the regime of "provision of services for individuals or legal entities, on their own account, for activities of a domestic nature necessary for the prison, in case of calamity" (Art. 83 The regime of provision of work (2013)) or in the form of voluntary work.

Learning a trade or professional qualification courses during the period of imprisonment are attested by documents recognized under the law, and it is not specified that the person acquired that qualification as a prisoner, thus avoiding possible labelling.

Prisoners are remunerated for the work performed, except for activities specific to prison management and in the event of disaster. In relation to the work program, the income received by the convicted person for the work performed shall not be less than the minimum gross basic wage regulated at the national level.

Of the income earned by the convicted person, 40 percent goes to the person and 60 percent to the prison administration. During the execution of the sentence, the prisoner can only use 90 percent of this amount, as 10 percent is deposited with the State Treasury and paid to the person only upon release. At the same time, if the prisoner is obliged to pay civil damages, half of the 40 percent will be withheld. In the case of damage to the prison or the point of work, the damage will be recovered by imputation (Law no. 254/2013; Art. Art. 83-88).

### **4. Research methodology**

This research was originally designed as a mixed-methods study where I collected and analyzed quantitative and qualitative data on the phenomenon of inmates' employment at Oradea Penitentiary, converging the results during interpretation.

The quantitative component involved administering structured questionnaires to 160 prisoners during 2023, representing approximately 27 percent of Oradea Penitentiary's population, with analysis of this data to be published separately. Accordingly, the present article focuses exclusively on the qualitative methodology, specifically, stakeholder perspectives from interviews with penitentiary staff and employers.

This research aims to obtain enlightening conclusions on the way in which the collaboration with private employers is articulated with the chances of insertion in the labour market of prisoners, as well as their motivation to get involved in work activities. Thus, the sociological survey method aimed to collect qualitative information, using the semi-structured interview with key participants identified through purposeful sampling.

The qualitative component employed semi-structured interviews with 11 key stakeholders, nine penitentiary police officers, representing diverse operational and educational roles in Oradea Penitentiary and two local entrepreneurs (Valtryp and Cargus) who have concluded employment contracts with inmates of the penitentiary. Interview scheduling accommodated participant availability, and sessions typically lasted approximately 40 minutes. These interviews were conducted in two distinct phases: penitentiary staff were interviewed during 2023-2024, while entrepreneur interviews took place in 2025. Guided by a semi-structured protocol, the interviews aimed to gather information about the process of selection and involvement of prisoners in work, the challenges reported by staff and entrepreneurs in working with prisoners, as well as the preparation for their reintegration into society. All participants provided informed consent for audio recording, with one exception: an entrepreneur declined audio recording, so for this participant, detailed written notes were taken during the interview.

This investigation focuses on three core research objectives regarding inmate rehabilitation through labour within the Romanian penitentiary system:

- Identifying the level of engagement of incarcerated individuals in work activities and vocational programs during their sentence period.
- Analysing penitentiary staff's perceptions concerning the motivation factors influencing inmates' participation in labour and professional training.
- Examining employer perspectives on collaborative dynamics, operational challenges, and perceived outcomes of hiring incarcerated workers.

This study addresses the following research questions:

1. What motivates inmates to participate in vocational training programs and engage in work activities during their incarceration?
2. To what extent do vocational training courses offered in penitentiaries align with the labour market integration needs of inmates?
3. What interventions do penitentiary institutions implement to prepare inmates for employment and facilitate their integration into work programs?
4. How do entrepreneurs perceive the viability and challenges of inmate labour programs in developing job-ready skills and sustainable collaborations with the penitentiary system?

Data analysis employed rigorous thematic analysis following (Braun & Clarke, 2006) framework. The iterative process began with deep immersion in the transcripts through repeated readings. Initial open coding identified key concepts within the data. These preliminary codes were then refined and consolidated through focused coding, grouping related ideas into potential themes.

This structured approach ensured the analysis remained explicitly focused on the study's objectives regarding stakeholder perspectives and operational dynamics, grounding the findings firmly in the empirical evidence.

## **5. Predicting ex-prisoner success: key reintegration factors**

Professional activity and the existence of a shelter play a decisive role in the success of social reintegration, as well as in the prevention of delinquent behaviour of individuals (Burke, Collett, & McNeill, 2018). Supporting the close correlation between work and the social reintegration of offenders, we aimed to identify whether there is a pattern of ex-prisoners who are more likely to return to the labour market and thus to experience an accelerated process of social reintegration.

Work gives people the opportunity to engage socially, to organize their lives in a functional way, channelling their potential towards a goal, even if implicit servitude often overshadows its usefulness. However, the mere access to a job after release does not automatically imply that the individual has given up the criminal career.

This section briefly summarizes some basic characteristics of prisoners with higher chances of reintegration. Based on several longitudinal studies of the return of ex-offenders from the United States of America (La Vigne, Visser, & Castro, 2004), we have been able to develop a profile of prisoners who are more likely to be successful in the rehabilitation process. Therefore, inmates with higher integration potential upon release are those meeting as many of the following indicators as possible: possession of valid identification, absence of drug or alcohol addiction post-release, a limited history of prior convictions, maintained relationships with family members, residence in a safe neighbourhood, and established contacts with employers since leaving prison.

Taking this information into account, I aimed to design data collection instruments to capture these indicators for my chosen sample as well. The reality of prisoners' return to society captures negative experiences in most cases (Graham & McNeill, 2017). High percentages of recidivism rates in Romania are regularly reported in the annual reports of the NAP, thus showing the failure of social reintegration of those who return to prison.

## **6. Oradea Penitentiary and private sector partnerships**

Referring to the official information provided by the penitentiary unit, the interest in the work points carried out during 2022 shows a high level of involvement of inmates in work activities, both inside and outside the penitentiary, managing to rank in the "top 5 units in the country in terms of the degree of use of work, income from services rendered and the percentage of use of paid work" (National Administration of Penitentiaries, 2023). The job offer consisted of 10 workplaces outside the penitentiary and 4 workplaces inside the place of detention, obtained through collaboration contracts with private companies.

Nationally, there has been a consecutive increase in the number of prisoners assigned to work over the last three years. For paid work, in 2022 the average headcount was 1858, with an average of 23114 prisoners in custody, while in 2021 there were 914 out of 22565 existing prisoners, and for 2020 there were only

696 out of 20743 existing prisoners involved. We noted that for serving and volunteering, the number of people involved did not show as significant annual increases as for paid activities (2022 – 4132 prisoners; 2021 – 3970 prisoners; 2020 – 3970 prisoners) (National Administration of Penitentiaries, 2023). The major difference in the three years of remunerated activities can be attributed to the restrictions caused by the pandemic during that period, with prisoners' access to off-site work points being interrupted.

Referring to data from the latest Oradea Penitentiary annual activity report, it emerges that out of the total number of inmates, which is close to 600 people, 26.5 percent were involved in work. Almost half of these persons (52%) were not declared fit for work. In 2024, work assignments included: 45 detainees in facility maintenance, 29 in GAZ (animal husbandry), 12 volunteers, and 257 individuals assigned to service duties.

The Oradea Penitentiary has developed partnerships with private companies in sectors such as automotive, construction, clothing and printing. In 2024, three work points were organized inside the place of detention (Romanbag, Valtryp, R.D. Romania) and six work points outside the penitentiary, three less than in the previous year (Oradea City Hall, Sânmartin City Hall, GAZ, Real Expert, Merotif and Cargus) (Penitentiary Oradea, 2024). In the case of the employer Valtryp, the training and qualification part of the inmates' training and qualification was carried out in their own factory, but the collaboration continued by opening a working point inside the place of detention, thus providing the opportunity for the inmates to be involved in the production of the fledges.

At the national level, the contracts concluded between economic agents and the NAP, involve more than 2000 persons in custody in work every year, some collaborations reaching even more than 10 years of activity, from which it can be deduced that there is a mutual satisfaction as a result of these decisions. The areas of activity are in fields such as: "car wiring, footwear manufacturing, plastics, construction, printing, electrical components assembly" (National Administration of Penitentiaries, 2023).

Empirical findings from structured entrepreneur interviews highlighted the following key aspects: motivation to collaborate with Oradea Penitentiary, integration and adaptation to work of prisoners, challenges of this collaboration, recruitment process of incarcerated people, perception of their own employees towards prisoners brought to work, productivity evaluation and post-release employment.

## **7. Employers' perspective**

By analysing the perspective of the employers who have contracted with Oradea Prison to use prisoners in the workplace, I have obtained aspects that highlight both the benefits and the challenges that they face because of these collaborations. In the case of those who have accepted that prisoners work outside the place of detention, it is relevant to examine the existence of a diversity in the labour field, where teams of workers existing in the companies have the

opportunity to work alongside those with justice-involved individuals. This context suggests employers may anticipate workforce reluctance, apprehension, or refusal to co-working with incarcerated persons.

Their readiness to facilitate the social integration of convicted offenders also presupposes preparation of the working environment into which they are brought. In discussions with entrepreneurs, the need for training for their own employees was emphasized, with a view to ensuring a non-judgmental attitude in dealing with prisoners.

Once the adjustment period is over, the discipline, the quality of the work performed and the reliability they show at the external work points, the convicted persons are praised both by the contractors and the employees:

"Even the team leaders tell me that we couldn't work without them. ... we have had cases when they were sorry to see them go, they missed them, I mean they had someone to work with... and they had no relations so to speak other than strictly working, but they were happy that the man who is there arranges the parcels or scans them and it is very important that they were with them." (Entrepreneur 1)

This collaboration of the penitentiary with the private sector is also felt from the economic point of view, Oradea Penitentiary attracting annual revenues that easily exceed the amount of 2.700.000 RON. In this way it manages to cover the administration costs related to the detention space. At the same time, employers appreciate the constant benefit of labour force:

"It is a start for someone who has no qualifications, and if in the winter season I have people to work here, as soon as spring starts and I can go to work during the day, I run out of people, but thanks to the contract with the penitentiary I can rest assured that I always have people with whom I can do my job (...) they do not take vacation, they do not miss because their child got sick or they have to go somewhere." (Entrepreneur 2)

As for the quality of the work done by the prisoners, the employers first provide them with training, where each stage of the production process is taught and then assign each worker tasks according to their abilities. One aspect they mentioned from this experience is that many of the prisoners who have had to serve long sentences have difficulties working with technology:

"After 15-20 years of being locked up, when they get here they are surprised how much they have changed, how the phones look... or how we use scanners for the merchandise and... if they don't even have any schooling, you realize we can't use them for scanning, but we put them to sorting or moving the merchandise." (Entrepreneur 2)

Another important aspect of the relationship that prisoners manage to establish with their employers is the fact that once released, they can continue to return to work for them. However, according to the interviewed entrepreneurs, the



number of those who return to work is insignificant, the main reason being geography, once released, they return to the counties where they have family or choose to leave the country to get better wages, and for those with other qualifications, they choose areas where they can earn more money.

The entrepreneurs made a few recommendations on these collaborations. The main aspect they support - which could attract more entrepreneurs willing to offer work to people in detention and especially after their release, would be the implementation of tax breaks such as tax exemptions at national level. It would also stimulate collaborations and possible compensation for taking the risk of bringing people with criminal records into the company.

Another recommendation is to create recruitment programs during the execution of sentences, allowing prisoners to meet potential employers, thereby facilitating a smoother transition to the labour market and increasing the possibility of graduating from vocational training courses related to their fields of interest.

### **8. Prisoners' motivation to work**

Employees interviewed claim that prisoners' expressed desire to work primarily reflects their need to acquire sources of income with which they can support themselves in prison. There are also cases where prisoners accumulate money to send to their families, without waiting for material help from them.

Another motivation identified by the employees among the inmates is their increased interest in external work points, where the key benefit mentioned is the access to people outside the prison environment, which has a positive impact on the inmates:

"It changes their mood too, they are much more relaxed, they try to have the most exemplary behavior to get outside the prison again... it is a relief from the punishment for them." (police-operative officer A.V.)

Work becomes a refuge for some prisoners, a way to occupy their time and distract them from their surroundings, as well as the days they have earned through work.

The above-mentioned arguments regarding the motivation of prisoners to engage in work can be easily deduced even by people outside the prison environment and are also mentioned by prisoners when filling in the questionnaire or in various media reports. However, there are aspects which they are reluctant to acknowledge, and which are mostly only noticed by prison staff who are involved in direct work with prisoners. As prisoners spend a lot of time in their rooms, the way they occupy their free time is limited to certain practices they were used to before they were sentenced. Whether watching TV, reading, exercising, cooking by improvised means, they also gamble, which often generates debts or "obligations". Thus, they become compelled to create new sources of income and show interest in getting involved in work:

"(...) they want to get involved in paid work and if they have debts to other prisoners, created by gambling or other debts to other more wealthy prisoners who have at some point done them some unorthodox services, so to speak." (police-operative officer L.S.)

### **9. Post-release difficulties**

Returning to prison is one of the most difficult stages for a person who has just served their sentence. The longer the period of incarceration, the more challenging and difficult it can be to return to society:

"The longer a prisoner stays in the prison environment, the more his attitude towards society changes and the more the shock for him is quite increased. He finds a different infrastructure after 10 years, he finds different money... the people he knew in the past are not the same, maybe some relationships have cooled down, or maybe he had some reticence about his family and he avoided them in order not to be criticized, judged." (police officer-education officer C.I.).

The staff mentions the importance of rebuilding relations with the family, "a lot of them wanted to stay with their families, they have been saying that since their time in prison" (police officer-operative officer A.V.), then finding a job.

Another important observation related to facilitating the reintegration of former prisoners into the labour market is found in those who, during their detention, managed to get a job outside the detention point and gain the attention of the beneficiary in a positive manner:

"Many of them managed to work in those companies where they also worked during their incarceration. They showed exemplary behaviour, interest in work and were appreciated. They were given a contract even after that period of work in the prison environment." (police operative L.P)

The challenges that most prisoners associate with finding a job once they are released relate to having a criminal record and the negative labelling that society attaches to them (Durnescu, 2017).

The experience that prisoners reported in obtaining employment between their convictions ranged from a few days to two months, and the fields in which they found work were mostly construction and services (plumber, carpenter, electrician, etc.). In order to facilitate their return to freedom, ex-prisoners need first and foremost the support of a support group. Family and friends play a very important role in their return to freedom, as they are among those to whom prisoners turn for help in finding a job and shelter.

### **10. Discussion**

This study reports on the effects of work programmes in Oradea Penitentiary, where public-private partnerships play a facilitating role, discipline is imposed through the prism of work involvement (Foucault, Brodeur, Ferri,

Amicelle, & Lafleur, 2022), but at the same time the connection between reintegration and the detainees is strengthened. The data obtained corroborates Goffman's theory of total institutions (1961) in which work reconnects prisoners with the external social environment and breaks institutional isolation. However, the duality of labour as both a rehabilitative tool and an extension of prison control continues.

Collaborations between prisons and the private sector bring benefits for all parties involved: access to stable labour force, seriousness of the work involved, generation of income for the penitentiary units (over 2.7 million RON annually at Oradea Penitentiary). However, as the interviewed contractors pointed out, once released, people do not continue the co-operation started during their sentence due to structural barriers: geographical relocation, wage competition. These findings align with Durnescu's (2017) Five Stages of Reintegration, in which accessing a job and housing after release are essential but often inaccessible without systemic support.

Employers are still reluctant to hire ex-prisoners, with the former prisoner's professional experience being more important than the latter's professional experience, even though employers already working with prisons praise the productivity and discipline of those they have had in their employ. Tax incentives could mitigate this by encouraging entrepreneurs to hire people with criminal records.

In addition to this, signalling the importance of family support and making commitments such as recruitment programmes would operationalise Hirschi's social control theory, where ties to society are strengthened (Burke, Collett, & McNeill, 2018).

I emphasise that prison work should go beyond disciplinary functions such as control, obedience, routinisation, aspects that are traditionally associated with prison activities, to promote identity reconstruction. For all this to materialise, institutional coordination is necessary to transform generally isolated partnerships into a cohesive reintegration ecosystem.

## **11. Conclusion**

Work plays a key role in the reintegration of ex-prisoners, reducing recidivism and promoting social inclusion. By strengthening partnerships between correctional institutions and the private sector, rehabilitation opportunities can be created, and thus inclusive communities can be achieved for existing vulnerable groups.

By analysing the research data, the importance of work in the social reintegration of offenders is highlighted. Existing legislation does indeed support work activities while serving a sentence, but the success of these initiatives depends on the existence of partnerships between the private sector and prison establishments.

Involving detainees in work generates more than just a source of income and a positive occupation of time. The important aspects involve an assumption of

responsibility, satisfaction, increased self-esteem and their need to have contact with social reality, together they can form a framework conducive to preparation for life after release.

Collaboration between prisons and the private sector is proving to be beneficial for prisoners, while for detention facilities it can mean an important source of income and for employers, a stable and committed workforce.

However, social reintegration through work is not a guaranteed success, as it is a complex process that encounters negative aspects such as social stigmatization, lack of support group relations or homelessness. Family or social network support, maintaining links with employers encountered in detention and employment can be important factors contributing to desistance.

In conclusion, we must look at the phenomenon of social reintegration of ex-prisoners from a perspective with inter-institutional contributions, where involvement in work is not just a form of discipline, but rather a tool for the transformation of the individual.

The promotion and development of partnerships entered by prisons with representatives of the economic environment, together with support for the employment of ex-prisoners through public policies, are a way of moving towards an inclusive society.

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