



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **CSC60107 Advanced Diploma of Correctional Management**

**Revision Number: 1**

## **CSC60107 Advanced Diploma of Correctional Management**

### **Modification History**

Not applicable.

### **Description**

#### **Qualification description**

This qualification has been designed to provide a package of broad and flexible competencies reflecting the workplace responsibilities of senior management and specialist practitioners.

The qualification has been designed to provide competencies that readily articulate with graduate and postgraduate university qualifications in both management and professional specialisations.

Although the competencies assume a significant component of work-based evidence, there is allowance for assessment of evidence prepared through assignments, research and external learning activities to cater for staff members who may not have ready access to the work roles necessary to generate work-based evidence at this level.

### **Pathways Information**

Not applicable.

### **Licensing/Regulatory Information**

Not applicable.

### **Entry Requirements**

Not applicable.

## Employability Skills Summary

### Employability Skills in CSC60107 Advanced Diploma of Correctional Management

The following table contains a summary of the employability skills required by the correctional services industry for this qualification. The employability skills facets described here are broad industry requirements that may vary depending on qualification packaging options.

<b>Skill</b>	<b>Facets</b> Aspects of the skill that employers identify as important. The nature and application of these facets will vary depending on industry and job type.
<b>Communication</b>	<ul style="list-style-type: none"> <li>• participate in high-level consultation processes with colleagues about mutual interests to promote open, frank and confidential discussion</li> <li>• consult with key people inside and allied to justice system with relevant, clear and accurate information</li> <li>• manage sensitive and confidential information, including locating, accessing and authenticating information</li> <li>• acquire, retain, recall and communicate information, including:             <ul style="list-style-type: none"> <li>• applying information and protocols</li> <li>• discarding redundant information and version control</li> <li>• dealing with ambiguity and government changes</li> <li>• responding to diversity, including gender and disability</li> </ul> </li> <li>• apply communication approaches that cater to political sensitivities, including:             <ul style="list-style-type: none"> <li>• working within government processes and operational frameworks</li> <li>• balancing intellectual debate, ensuring arguments are backed by clear and accurate information</li> <li>• considering wider organisational and public sector issues</li> </ul> </li> <li>• use advanced interpersonal communication skills, including:             <ul style="list-style-type: none"> <li>• applying legislation, regulations and policies</li> <li>• using language calculated to appeal emotionally to a particular audience</li> </ul> </li> </ul>

<b>Skill</b>	<b>Facets</b> Aspects of the skill that employers identify as important. The nature and application of these facets will vary depending on industry and job type.
	<ul style="list-style-type: none"> <li>• covering cultural, ethnic, diversity or equity considerations</li> <li>• selecting a communication style appropriate to the occasion/audience</li> <li>• interacting responsively, critically and confidently with both familiar and unfamiliar groups on specialised topics in formal and informal workplace situations</li> <li>• speaking with confidence and authority, and listening critically</li> <li>• prepare high-level written communication, including complex, confidential and sensitive materials</li> <li>• critically analyse information and prepare persuasive written communication, including: <ul style="list-style-type: none"> <li>• reading and writing complex and sensitive workplace materials</li> <li>• researching other pertinent information, such as developing trends and supporting and opposing position papers</li> <li>• refining content, structure and sequence according to required purpose of written material</li> </ul> </li> <li>• provide feedback on other people's work in ways suited to the diverse workplace, including creating learning opportunities to improve research</li> <li>• document input and cross-cultural communication requirements</li> </ul>

<b>Skill</b>	<b>Facets</b> Aspects of the skill that employers identify as important. The nature and application of these facets will vary depending on industry and job type.
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>• display advanced leadership and foster leadership in others</li> <li>• encourage innovative work practices and provide direction and guidance to work units</li> <li>• ensure that networks and work relationships are developed and maintained to provide identifiable benefits to organisation, clients and services</li> <li>• foster a model of innovative practice in which key people are consulted and contribute constructively to development, implementation and evaluation of services</li> <li>• establish, expand and use strategic networks, identifying and establishing links with key people and building strategic relationships consistent with their roles, responsibilities, skills and levels of commitment</li> <li>• encourage constructive contributions and open debate in a manner that promotes creative and forward-looking progress</li> </ul>

<b>Skill</b>	<b>Facets</b> Aspects of the skill that employers identify as important. The nature and application of these facets will vary depending on industry and job type.
<b>Problem solving</b>	<ul style="list-style-type: none"> <li>• identify problems and sources of potential conflict</li> <li>• propose and implement solutions to resolve problems and conflict</li> <li>• implement change, identify obstacles to change, and use a consultative and collaborative approach to develop constructive strategies to overcome them</li> <li>• resolve problems encountered during implementation of change promptly and effectively, using flexible and reasonable modifications</li> <li>• provide adequate resources to resolve problems and conflicts that cannot be addressed routinely, in a timely manner and considering workplace diversity</li> <li>• ensure that constructive efforts are made to resolve problems to maintain good working relationships and a harmonious work environment</li> <li>• ensure that compromises made during negotiations remain consistent with purposes and objectives of change</li> </ul>

<b>Skill</b>	<b>Facets</b> Aspects of the skill that employers identify as important. The nature and application of these facets will vary depending on industry and job type.
<b>Initiative and enterprise</b>	<ul style="list-style-type: none"> <li>• use a wide range of opportunities to raise awareness and commitment to the value of justice services amongst service providers, staff and community</li> <li>• present contemporary issues concerning justice services to key people and communities in a confident and comprehensive way, ensuring open and informed debate and decision making</li> <li>• assess understanding and responses of key people and their level of commitment</li> <li>• present proposals for action and change in a comprehensive and timely manner</li> <li>• design feedback and monitoring mechanisms and systems to ensure implementation of change meets strategic objectives of the organisation</li> <li>• check that all benefits and disadvantages of change have been identified and key people have been advised</li> <li>• introduce implementation activities at a time, level and pace that can be accommodated by those involved</li> </ul>

<b>Skill</b>	<b>Facets</b> Aspects of the skill that employers identify as important. The nature and application of these facets will vary depending on industry and job type.
<b>Planning and organising</b>	<ul style="list-style-type: none"> <li>• provide leadership to the planning activities of the work unit, including:               <ul style="list-style-type: none"> <li>• analysing needs</li> <li>• planning, developing, reviewing and promoting services</li> <li>• formulating objectives and strategies to guide organisation's work</li> </ul> </li> <li>• research standards and benchmarks for justice and promote them using flexible consultation strategies with all key people</li> <li>• ensure information on service performance has been gathered from a wide range of sources and that political, legal and structural issues that have an impact on the justice system have been considered when planning for future needs and provisions</li> <li>• ensure people and resources involved in implementation of change have been identified and roles, responsibilities and outcomes are clearly defined</li> <li>• ensure changes represent organisational standards and philosophy</li> <li>• assess and prioritise resource implications of change options</li> <li>• ensure that analysis of implications is consistent with available information</li> <li>• ensure that identified objectives are relevant to services in justice system</li> <li>• provide opportunities for staff at all levels to participate creatively in development of organisational objectives and strategies</li> <li>• promote team commitment and ownership of organisational objectives and strategies</li> <li>• ensure that objectives and strategies are consistent with organisation's culture, philosophy, purpose and vision and are attainable in realistic timeframes and resources</li> <li>• ensure that objectives and strategies contain sufficient detail to allow planning and development of specific programs of work and take account of</li> </ul>



<b>Skill</b>	<b>Facets</b> Aspects of the skill that employers identify as important. The nature and application of these facets will vary depending on industry and job type.
	constraints and contingencies
<b>Self-management</b>	<ul style="list-style-type: none"> <li>• promote a positive and energetic image of justice services using a range of media and forums, including</li> <li>• promote compliance with legislation within the organisation, including: <ul style="list-style-type: none"> <li>• modelling compliance with legislation and related guidelines, procedures and policies</li> <li>• encouraging, assisting and supporting others to comply</li> </ul> </li> <li>• provide clear and relevant guidance on values, ethics and standards of practice and give support to promotion and maintenance of these values</li> <li>• foster, develop and use strong working relationships and strategic networks to: <ul style="list-style-type: none"> <li>• ensure achievement of organisational goals and visions</li> <li>• provide professional support</li> </ul> </li> </ul>

<b>Skill</b>	<b>Facets</b> Aspects of the skill that employers identify as important. The nature and application of these facets will vary depending on industry and job type.
<b>Learning</b>	<ul style="list-style-type: none"> <li>• provide a learning environment, including mentoring, coaching and performance review and professional development of others</li> <li>• exercise a proactive approach to knowledge maintenance and acquisition and personal career and skills development</li> <li>• ensure knowledge is up-to-date, reliable, accurate and consistent with contemporary justice theory</li> <li>• monitor trends in justice, the community and human service delivery to enable provision of authoritative and specialist advice within areas of responsibility</li> <li>• establish systems and policies to support human resource development for organisational development, change management, workforce planning and career management</li> <li>• determine organisational objectives and methodologies, and a framework for ensuring return on investment in line with the organisation's strategic direction and business goals</li> <li>• establish and maintain strategic networks with industry, similar organisations and providers of learning and development programs</li> <li>• negotiate, allocate and manage resources to address the development needs of organisation in accordance with organisational priorities</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• incorporate efficient use of technology into work practices and consider this when managing the allocation of resources and the planning and organising of work unit objectives</li> <li>• select appropriate technology to achieve work objectives and departmental goals</li> <li>• identify equipment and technology requirements and use information technology for the generation, collection, storage and dissemination of information</li> <li>• use a wide range of media to gather information</li> </ul>

Due to the high proportion of electives required by this qualification, the industry/enterprise requirements described above for each employability skill are representative of the correctional services industry in general and may not reflect specific job roles. Learning and assessment strategies for this qualification should be based on the requirements of the units of competency for this qualification.

This table is a summary of employability skills that are typical of this qualification and should not be interpreted as definitive.

## Packaging Rules

### Packaging rules

6 units of competency are required for this qualification including:

- 2 core units
- 4 elective units

Choose 4 elective units from the list below. Alternatively, 1 elective may be selected from elsewhere within this Training Package, **or** from another endorsed Training Package, **or** from an Accredited Course.

### Units selected should not duplicate content already covered by other units in this qualification

All elective units must be selected from an equivalent qualification level or higher, unless otherwise stated.

#### Core units

CSCORG601A	Provide leadership in justice services
CSCORG602A	Plan and implement changes in justice services

#### Elective units

BSBMGT617A	Develop and implement a business plan
CSCINT601A	Coordinate intervention strategies for offenders
CSCOFM601A	Establish offender management practices
CSCORG603A	Manage the delivery of a quality correctional service
CSCORG604A	Establish strategic guidance for correctional services
CSCORG605A	Research issues of concern in correctional services
PSPGOV606A	Prepare high-level/sensitive written materials
PSPHR615A	Manage human resource development strategies
PSPMNGT602B	Manage resources

BSBMGT617A	Develop and implement a business plan
PSPOHS601B	Establish and maintain a workplace safety system
PSPPOL501A	Develop organisation policy
PSPMNGT615A	Influence workforce effectiveness
PSPPROC602B	Direct the management of contracts
PUACOM004B	Manage organisational communication strategies