Australian Government

Department of Education, Employment and Workplace Relations

CSCOFM601A Establish offender management practices

Revision Number: 2

ISC INDUSTRY SKILLS COUNCILS
Creating Australia's Future

CSCOFM601A Establish offender management practices

Modification History

CSCOFM601A Release 2:   Layout adjusted. No changes to content.
CSCOFM601A Release 1:   Primary release.

Unit Descriptor

This unit of competency describes the outcomes required to design the components of a case management plan to address the needs of individuals managed within an organisational policy determined by statutory accountability and committed to the strategic achievement of objectives, especially reducing offending behaviour.

Application of the Unit

Customisation will be required to accommodate the different work sites and defined work role contexts in which this unit will be applied.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **_bold italicised_** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Develop a case management system.	1.1 Ensure that assessment of organisation's needs is undertaken according to organisation's philosophy, strategic plans, purpose and structure.
	1.2 Consult information on a range of suitable interventions to address immediate, short and longer-term needs of the organisation's clients.
	1.3 Consult key people in the organisation to ensure issues and options for their resolution are explored thoroughly.
	1.4 Negotiate common goals, objectives and processes and establish agreement with key people in the organisation to ensure needs are addressed within statutory and organisational frameworks.
	1.5 Explore a range of options for addressing the organisation's needs and include selected options in case management processes.
	1.6 Determine processes for monitoring achievement of goals, timeframes and resources through consultation in the system planning stage.
	1.7 Define roles, responsibilities and accountabilities for clients, stakeholders, workers and service providers.
	1.8 Negotiate and get agreement on processes of appeal and the renegotiation of services and include in the system plan.
	1.9 Identify and address relevant social, family, community, cultural and ideological considerations in the *case management process*.
2 Design and monitor implementation procedures.	2.1 Ensure that practical strategies and resources to support key people involved in implementation are put in place.
	2.2 Define negotiable and non-negotiable aspects of the case management process, and include controls to ensure they are maintained.
	2.3 Negotiate and reach agreement on ongoing case management processes with key people in the organisation.
	2.4 Ensure contracts with external service providers accurately reflect purpose, policies, objectives, timing and resource constraints.
	2.5 Create procedures that ensure information is shared between key people in the organisation and those

ELEMENT	PERFORMANCE CRITERIA
	involved in the *implementation of the processes*.

2.6 Review and measure the progress of specialist client service delivery against defined performance indicators.

2.7 Check that procedures clearly define methods of dealing with crisis and risks.

2.8 Ensure that the case management process is understood and agreed to by involved supervisory staff.

2.9 Ensure procedures define resource evaluation methods for the ongoing implementation of the process.

2.10 Complete all relevant reporting procedures according to organisational requirements.

Government Skills Australia

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Required skills:

- interpreting and applying legislation, strategic plans and organisational purpose
- anticipating and managing organisational issues
- developing and assessing models appropriate for intervention
- collecting and analysing information
- documenting plans and systems
- consulting with and negotiating mutually agreed outcomes with staff at all levels in the organisation
- verbal communication, including interviewing skills, negotiation and cross-cultural communication
- interpersonal communication, including establishing and maintaining relationships and networks
- researching current trends in case management
- analysing and evaluating practices
- planning for practice improvement
- explaining complex issues with different people in the organisation
- applying program evaluation and review strategies.

Required knowledge:

- relevant policy including environmental and/or sustainability practices, procedures and legislation and statutory requirements related to offender management and services, quality management and assurance, organisational programs and services, strategic plans, and case management protocols and procedures
- different models of intervention and behaviour change management
- organisational and cultural protocols and systems
- family structure, dynamics, communication and decision making
- family support and family casework strategies
- range of community services and available resources
- indicators of abuse and accepted intervention strategies
- effects of abuse on human development
- effects of different forms of intervention
- effects of incarceration
- operational planning processes
- report writing and documentation requirements
- stress-management techniques
- meeting procedures and facilitation
- developing and maintaining appropriate networks
- program specific knowledge, including:
    - organisation's policies, objectives and program requirements for addressing

offending behaviour using a case management approach

- organisation's criteria and protocols for suitability of programs and conditions for referral to programs within the organisation and in other agencies
- range of approaches used to prevent and reduce the harm caused by specific offending behaviour and behaviour likely to lead to offending
- theories of power and their analysis of relationships in the correctional environment
- intervention techniques that use personal responsibility and motivation and a range of alternative strategies
- partnership accountability that makes practice open to those who have an investment in the outcomes of case management and its role in reducing offending behaviour
- restorative justice programs in which justice shifts from seeing crime as an offence against the state to treating it as an offence against people and relationships and tackling reconciliation and restitution at the human relationship level
- alternative justice programs that focus on the offending behaviour and how to change it or require that the offender makes reparation rather than automatic incarceration

- behaviour theories and therapeutic responses, including:
  - cognitive behavioural theory that emphasises the way that people's thinking affects their behaviour and how thinking patterns can be changed to improve problem-solving skills and give people acceptable and constructive alternatives to harmful and illegal behaviour
  - human development theory that uses knowledge of the ways in which common human behaviours change during a life span and the way priorities evolve through the stages of life
  - systems theory that focuses on the interdependence of individuals, families, groups, organisations, environments and cultures as an explanation of how people operate and interrelate
  - motivational interviewing that uses tactical and strategic persuasion to increase an individual's motivation by generating arguments for change from the individual
  - therapeutic group work that relies on knowledge of how the energies of group members can be mobilised and channelled to help each other and to increase responsibility and control
  - criminogenic factors in needs assessment that use testing of specific factors to determine appropriate intervention strategies
  - reflective practice that uses analysis of personal practice for increased self-awareness and professional development
  - grief and loss theories that explain how grief reactions to loss can result in a range of behaviour requiring consideration in the design of intervention and response.

Evidence Guide

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, the range statement and the Assessment Guidelines for this Training Package.

Overview of assessment	Evidence for assessment must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments.
Critical aspects for assessment and evidence required to demonstrate competency in this unit	In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms: • the knowledge requirements of this unit • the skill requirements of this unit • application of employability skills as they relate to this unit • ability to establish offender management practices in a range of (two or more) contexts or occasions, over time.
Context of and specific resources for assessment	This unit contains a wide range of variables to reflect the diverse nature of offender management and the different services provided in and for correctional services. Selection from the range of variables will reflect the specific requirements of the work site and the defined work role. Valid assessment of this unit requires: • a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered by an individual responsible for developing and establishing offender management practices effectively as part of a coordinated team, including coping with difficulties, irregularities and changes to routine • copies of legislation, policies, procedures and guidelines relating to establishing offender management practices • access to appropriate learning and assessment support when required. The context of performance will depend on the candidates' roles and responsibility, the strategic objectives of the organisations, the focus of case management programs and processes and the conditions required by: • different models of case management • programmed intervention • classification and review requirements

- need and risk assessment
- reporting and referring to specialists
- protective care
- high risk offenders
- routine and special reports
- review of sentence plan and conditions
- organisational policy and procedures
- relevant program standards
- service and professional standards, including code of professional ethics or code of practice
- case management models used in custodial environments
- case management models used in community-based programs.

Method of assessment

The following assessment methods are suggested:

- observation of performance in routine workplace activities within a range of agreed responsibilities and in various work locations
- written and/or oral questioning to assess knowledge and understanding
- completion of workplace documents and reports produced as part of routine work activities
- third-party reports from experienced practitioners
- completion of performance feedback from supervisors and colleagues.

Guidance information for assessment

Assessment methods should reflect workplace demands, and any identified special needs of the candidate, including language and literacy implications and cultural factors that may affect responses to the questions.

In all cases where practical assessment is used it will be combined with targeted questioning to assess the underpinning knowledge.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below. Add any essential operating conditions that may be present with training and assessment depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts.

Case management process should include the following requirements:	• case management system is consistent with the organisation's mission, strategic plans and objectives and the political and social environment of the justice system • research a range of intervention systems and methods relevant to the clients and objectives of justice services • research the interests of key people in the organisation and in the professional support areas • case management system addresses the statutory and organisational framework of justice services • decisions about models are based on a choice and range of alternative options • processes, protocols and procedures are included in the planning • clear understanding of the roles, responsibilities and accountability for clients, key people and services involved • case management system includes appeals processes, renegotiating or terminating processes • case management system reflects all relevant social and cultural factors and relevant theory.
Implementation of the processes should include:	• support strategies for key people involved in implementation • definition of what is mandatory and what is flexible • checking and confirming quality and consistency control mechanisms with key people • support services contracts • defining information processes, protocols and requirements • data gathering to determine progress against performance indicators • responses to crises and to risks • support and agreement from supervisors • processes necessary for evaluation • requirement for complete and accurate reports.

Unit Sector(s)

Offender management.

Competency field

Not applicable.

Co-requisite units

Not applicable.