



Australian Government

Department of Education, Employment and Workplace Relations

CSCOFM503A Supervise offender management practices

Revision Number: 2

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Modification History

CSCOFM503A Release 2: Layout adjusted. No changes to content.

CSCOFM503A Release 1: Primary release.

Unit Descriptor

This unit of competency describes the outcomes required to develop, facilitate and monitor all aspects of case management and covers the supervision of case management staff and systems.

Application of the Unit

This unit supports the attainment of skills and knowledge required for case management supervisors who are directly responsible for a team of case workers within the organisation and indirectly responsible for the participation of support services that may be internal or external to the organisation. The unit may also apply to the work of a case manager actively involved in case management processes and activities as well as in supervising others.

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 case management approaches. | <p>1.1 Ensure statutory requirements and obligations relevant to offenders are reflected in case management practices, including the <i>degree of assessed risks</i> and the organisation's objectives and strategic plan.</p> <p>1.2 Check that case management practices meet recording and reporting requirements according to the organisation's policies and procedures and ethical responsibilities.</p> <p>1.3 Apply flexible case management practices to allow for individual requirements, cultural factors and differences.</p> <p>1.4 Ensure that case management practices provide suitable and transparent protection for the rights and welfare of offenders and staff.</p> <p>1.5 Actively involve case management teams and support agencies in the design and evaluation of case management approaches.</p> |
| 2 Supervise case management meetings. | <p>2.1 Consult with all people with an interest in offenders' outcomes and program and advise on the purpose and structure of the meeting.</p> <p>2.2 Check and confirm the roles, responsibilities and expectations of people participating in the meeting.</p> <p>2.3 Ensure that information is shared with offenders using effective two-way communication techniques that comply with <i>relevant procedures</i>.</p> <p>2.4 Use communication methods that suit offenders and people with key interests in the offender's case management.</p> <p>2.5 Identify the <i>requirements and conditions of service provision</i> and establish agreement with offenders.</p> <p>2.6 Define issues arising from involuntary participation and possible resistance and negotiate the consequences with offenders and service providers.</p> <p>2.7 Define offenders' <i>needs</i>, rights and obligations and ensure that the rights of all concerned are protected.</p> |
| 3 Supervise case management plans. | <p>3.1 Check that <i>case management plans</i> reflect assessments of offenders' needs and risks and organisation's objectives and programs.</p> <p>3.2 Use case plans to focus and encourage offenders to set and achieve realistic targets for change or action</p> |

ELEMENT**PERFORMANCE CRITERIA**

- and to take personal responsibility.
- 3.3 Ensure case management plans reflect the full range of immediate, short and long-term needs and risks of offenders and other relevant parties.
- 3.4 Create action plans that reflect the case management approach appropriate for offenders' needs and risks and available programs and services.
- 3.5 Determine and define processes for monitoring and changing case plans.
- 3.6 Put strategies in place to deal with complex or high-risk situations.
- 3.7 Match case plan requirements to experience, workload and geographical location of staff and support agencies.
- 4 Support case management staff.**
- 4.1 Select and allocate staff members according to their skills and interests in case management and available time and resources.
- 4.2 Provide staff members with training and skills development to extend and promote their case management competencies and confidence.
- 4.3 Consult with staff members and routinely involve them actively in the design and evaluation of case management processes and/or practices.
- 4.4 Provide staff members with opportunities to extend their experience in all aspects of case management.
- 4.5 Support staff members with the resources needed to play an effective role in case management.
- 4.6 Encourage staff members to assess their performance in case management and to continuously improve their personal practice.
- 4.7 Provide guidance, counselling and debriefing routinely through team activities and individual contact with staff.
- 5 Review case work activities and programs.**
- 5.1 Continuously monitor the effectiveness of case management processes and practices against agreed goals, relevant services and programs, offender and stakeholder satisfaction.
- 5.2 Assess and develop the need for changes to case plans, including the need for ongoing intervention and strategies for alternatives.
- 5.3 Successfully negotiate proposed changes arising from case reviews with relevant parties.

ELEMENT

PERFORMANCE CRITERIA

5.4 Check that processes for case closure comply with case plan and organisational procedures.

Required Skills and Knowledge

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

Required skills:

- routine and special case management of offenders
- checking and analysing information for assessment of risks, special needs and developmental levels
- taking responsibility for duty of care outcomes based on the degree of risk and special needs of offenders
- preserving the rights and responsibilities of offenders and their safety and welfare
- supporting staff and protecting their safety and welfare
- providing supervision and case management strategies based on assessed risk and justifiable priorities
- making decisions based on knowledge of the impact of cultural and personal values on behaviour, expectations and program objectives
- responding to risks and incidents of varying degrees of severity
- adapting service or program responses to different special needs
- using clear, suitable and accurate communication
- developing and analysing actions appropriate for case plans
- collecting and analysing information
- documenting case plans
- complying with the organisation's security policies and operating procedures related to contact with offenders
- applying knowledge of statutory requirements relevant to the work sector and candidates' roles
- communicating case plan requirements in both formal and informal contact with offenders and key stakeholders
- taking into account the values, needs and circumstances of people from different cultures
- using personal, manual and electronic information
- using support and resources available and applying the criteria for access
- monitoring and responding to positive and negative progress
- giving feedback on expectations and progress
- maintaining a supportive and professional relationship with staff and support agencies
- maintaining a focus on agreements and behaviour outcomes
- identifying limits of role and taking actions to contact appropriate people
- presenting case management information in formal and informal settings.

Required knowledge:

- organisational policies, procedures and guidelines related to case management and offender programs and services

- indicators of risk to offenders identified in offender risk management policies and processes and determined by the offender profile
- procedures and requirements for case management reporting, including work site reporting processes and the organisation's offender information system
- accountability, including recording and reporting case management information
- processes and procedures for breaches of regulations and associated disciplinary actions
- access to information and restriction of access
- appropriate relationships with offenders, staff and colleagues
- rights and responsibilities of offenders
- protocols for referral to specialist and support agencies
- special needs
- organisation's code of conduct, code of ethics and duty of care
- range of specialist support services and programs available to offenders
- processes for getting advice and assistance when there are problems
- cultural practices that will have an impact on decisions made about flexibility and allowances, additional support and special programs
- impact of cultural and personal beliefs on values, relationships, attitudes and behaviour
- cultural prohibitions that have an impact on physical contact, relationships and communication.

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 supervise 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 supervising 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 supervising offender management practices
- access to appropriate learning and assessment support when required.

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.

Approach to ***degree of assessed risk*** will depend on the nature of the risks and will include risk of:

- self-harm
- risk from others
- physical injury
- assaulting and harming others
- illness and infection
- physical, emotional and sexual abuse
- risk taking
- accidents
- drug and substance abuse
- death, including suicide, deliberate or accidental
- harassment and bullying
- social isolation
- depression
- family and personal trauma
- social and cultural alienation
- re-offending.

Relevant procedures will cover:

- purpose, objectives and performance outcomes of offender management
- court orders and sentence plans
- compliance requirements
- breaching procedures
- disciplinary procedures
- offender classification
- recording and reporting requirements
- disclosing specific information and intelligence
- confidentiality and authorising transfer of information
- referral and protocol of liaising with other services
- using complaint and grievance processes
- freedom of information policy
- appropriate relationships with offenders
- duty of care
- code of conduct.

Requirements and conditions of service

- rights, roles, responsibilities, decision-making processes, accountability and outcomes

provision include:

- recommendations from risk assessment
- options for needs and priorities based on services and resources
- impact of statutory mandates on interventions, offenders and interested others
- impact of value systems of workers, offenders and key people on processes and outcomes
- information management and processing
- organisational accountability.

Needs may include:

- basic language and literacy skills
- living skills
- accommodation
- behaviour change and management
- addiction services - drug and alcohol, gambling
- health, fitness and hygiene
- mental health
- disabilities - physical, intellectual, sensory and developmental
- training and education
- employment
- family support
- relationship development
- legal
- cultural.

Case management plans should include:

- integration of expertise of relevant stakeholders and other service deliverers
- negotiated and agreed goals and operational processes
- a range of strategies to address each goal and maximise participation in plan
- appropriate resource allocation
- agreed responsibility for delivery
- realistic and agreed indicators of success
- rights and responsibilities of client.

Unit Sector(s)

Offender management.

Competency field

Not applicable.

Co-requisite units

Not applicable.