

**TRAINING PACKAGE
FOR CORRECTIONAL
SERVICES**

National Competency Standards



**AUSTRALIAN
NATIONAL TRAINING
AUTHORITY**



**NATIONAL CORRECTIONAL SERVICES
ADVISORY COMMITTEE**

The Role of National Competency Standards

National Competency Standards are essential to the implementation of the Training Package. The National Competency Standards are the basis of the nationally recognised qualifications and provide the consistency and transferability of the qualifications.

What are competency standards?

Competency standards describe the knowledge, skills and attitudes needed to perform in a particular occupation. Competency includes all aspects of the work including:

- skills to perform all the different tasks of the job
- managing a range of different task and activities required by the job
- responding to problems, the unexpected and non-routine events
- dealing with all aspects of the workplace, the organisation and colleagues

The standards do not directly relate to any particular job classification or to the work in any one organisation, nor are the standards an attempt to force all workers to do the same thing.

The main aim of national competency standards is to identify the nature of the work performed in correctional services and the standards required by workers to be deemed competent. This provides the basis for the design of training and detailed specifications for workplace assessment. It also provides the basis for national industry qualifications.

Competency standards are a complex combination of skills, knowledge and attitudes and no part of the standards components should be seen in isolation from the combined picture of the full competency described.

The competency standards should not be confused with curriculum. Curriculum can be used to translate the standards into a wide range of learning outcomes and processes which lead to the performance outcomes described in the standards.

Competency standards should not be confused with practice standards or service standards. Competency standards are limited to the work actually performed and demonstrated by the workers, not performance management regime of the organisation or the complex combination of measures applied to determine the quality outcomes of an organisational service which includes all components of the service provision and outcomes. However, competency standards will provide a valuable ingredient in performance management and quality endorsement.

Competency Standards should not be confused with Industrial Award Classifications because they do not describe any individual worker but rather, they describe an hierarchy of skills which can be packaged together in variable combinations of core and optional units for individual workers.

The standards have been based on research which has identified those competencies required by all people working in Correctional Services regardless of employment location, organisation size and structure or personal or organisation philosophy. The project has recognised that workers in Correctional Services do have specialised areas of work covering the whole spectrum of human services. Included in this are; addiction counselling,

education and training, recreation, accommodation and housing, health, counselling, behaviour management, emergency services, disability support, welfare support, youth work, advocacy, legal advice, financial counselling, nutrition, life skills, relationship counselling and community development. While the standards recognise and incorporate these variables, the project has not developed standards for these specialisations on the assumption that existing or subsequent national standards or enterprise standards and customisations would address the more detailed needs of these specific areas.

The standards have concentrated on the competencies essential to all people who work in correctional services.

Structure of the Standards

When you open any set of standards you will see the following structure:

The **unit title** describes a major work function performed in the occupation.

The **unit descriptor** gives additional information and may include the context or the limits of this work function.

The **unit number** is simply the coding system. The codes will indicate whether the unit was developed by correctional services (CSC) or whether it has been adopted from another industry. (PSX0127 for Public Administration, BSTRG for Workplace Trainers)

Elements	Performance Criteria
<p>Elements are all the tasks required to perform the major function described in the unit</p> <p>Elements are always described as actions</p> <p>Elements must have a different name from the unit title.</p> <p>There is no particular number of elements required for each unit, though it is usually more than one</p>	<p>Performance criteria are the answer to the question “how do we know that the task has been performed to the standard required?”</p> <p>Performance criteria are always expressed as an outcome - or what we would expect to see or know results from the task being performed</p> <p>Performance criteria have to be assessable and it must be possible to have evidence that this outcome has occurred.</p>

Range of Variable:

The **Range of Variables** provides the different settings or contexts or requirements in which the major function will or may be performed.

Some of these will be compulsory and will use words such as will, should or must. Assessment must cover all these conditions.

Some of these will be optional and will use words such as might, may or could.

Assessment in this range is negotiable and will depend on factors beyond the control of the worker being assessed.

This section may also include definitions of the terms used.

B. Assessment Guide

This defines how and where the competencies will be assessed, generally in terms of on or off the job performance

C. Evidence Guide

The **evidence guide** includes information necessary for the assessment process and any conditions of the kind or collection of evidence.

It will specify the knowledge required to perform this work function and any specific skills to be demonstrated or implied.

Summary of Units and Elements

Unit Title	Elements	Page
CSC010A Develop and maintain effective workplace practice and standards	<ul style="list-style-type: none"> • Develop effective workplace relationships • Contribute to the effectiveness of work group activities • Develop and maintain work performance • Maintain a safe and healthy environment 	9
CSC020A Contribute to the achievement of organisational goals	<ul style="list-style-type: none"> • Contribute to the development of organisation policy • Implement organisation policy • Support innovation and change • Represent and promote the organisation 	14
CSC030A Contribute to the achieving the goals of the justice system	<ul style="list-style-type: none"> • Maintain professional relationships • Comply with requirements of organisation policy, principles and practice • Balance responsibility to the community with responsibility to the offender • Work within professional role and expertise 	17
CSC040A Communicate effectively	<ul style="list-style-type: none"> • Exchange information effectively • Adapt communication to people and situations 	21
CSC050A Manage direct contact (interview) to gather and provide information	<ul style="list-style-type: none"> • Plan an interview • Conduct an interview • Provide follow up action as a result of the interview 	24
CSC060A Prepare and present reports	<ul style="list-style-type: none"> • Gather and record information • Check information • Present reports 	27
Unit Title	Elements	Page
CSC070A Manage	<ul style="list-style-type: none"> • Receive and discharge offender 	31

offender induction and discharge	<ul style="list-style-type: none"> • Determine immediate needs of offender 	
CSC080A Contribute to supervision, surveillance and monitoring	<ul style="list-style-type: none"> • Monitor the security and behaviour of offenders • Monitor the needs and concerns of offenders • Provide information • Supervise offenders from indigenous and other cultures 	35
CSC090A Contribute to the health, safety and welfare of individuals	<ul style="list-style-type: none"> • Induct offender • Promote the safety of offenders • Promote health for offenders • Respond to an emergency • Maintain a safe and healthy environment 	41
CSC100A Support offender to maintain positive relationships	<ul style="list-style-type: none"> • Encourage maintenance of relationships • Maintain professional relationship with offender 	46
CSC110A Maintain safety and security	<ul style="list-style-type: none"> • Work within established safety and security procedures • Maintain safety and security information • Preserve own and others safety 	50
CSC120A Maintain security system	<ul style="list-style-type: none"> • Monitor the internal workplace environment • Monitor the external workplace environment • Respond to emergencies 	54
CSC130A Contain incidents which jeopardise safety and security	<ul style="list-style-type: none"> • Respond to incidents • Contain incidents • Use communication strategies to contain incidents 	58
CSC140A Conduct searches	<ul style="list-style-type: none"> • Search environment and property • Search people 	62
CSC150A Use and organise the maintenance of workplace equipment	<ul style="list-style-type: none"> • Operate equipment • Maintain equipment • Monitor equipment use and needs 	65
PSX0127/20 Implement effective communication techniques	<ul style="list-style-type: none"> • Communicate effectively in workgroup • Communicate in writing 	68
Unit Title	Elements	Page

maintain networks	<ul style="list-style-type: none"> to the service • Develop networks • Promote awareness of the service and its purpose 	
CSC240A Supervise community work program	<ul style="list-style-type: none"> • Plan community work program • Supervise and coordinate the work program 	104
CSC250A Coordinate programs for offenders	<ul style="list-style-type: none"> • Develop new programs • Match offender with existing programs • Encourage responsibility and positive involvement • Monitor the progress of the offender • Evaluate effectiveness of programs 	107
CSC330A Conduct training	<ul style="list-style-type: none"> • Prepare for training • Deliver training • Review training 	111
BSX0008\6 Conduct assessment	<ul style="list-style-type: none"> • Identify the context for assessment • Establish the evidence required • Establish assessment methods • Develop simple assessment tools • Review evidence requirements, assessment methods and assessment tools • Explain the assessment procedure • Plan evidence gathering opportunities • Organise assessment • Gather evidence • Make assessment decisions • Provide feedback during assessment • Record assessment results • Provide feedback on performance • Review the procedure • Report on the conduct of the assessment 	114
PSX0127/29 Develop implement and promote effective communication techniques	<ul style="list-style-type: none"> • Contribute to the development of effective communication strategies • Represent the organisation with a range of groups • Give and receive instructions and information • Facilitate group discussion 	120
PSX0127/31 Coordinate work team	<ul style="list-style-type: none"> • Develop and maintain a cooperative work group • Communicate objectives and required standards • Provide feedback on performance • Support and participate in development activities • Provide leadership direction and guidance to the work group 	125
Unit Title	Elements	Page
CSC260A Plan and coordinate a range of	<ul style="list-style-type: none"> • Ensure accurate assessment of needs • Plan new services 	128

services to offenders and clients	<ul style="list-style-type: none"> • Implement the strategies of the plan • Evaluate effectiveness of services and programs 	
CSC270A Manage a work unit	<ul style="list-style-type: none"> • Plan and monitor the services of the unit • Manage unit resources • Supervise and support staff • Demonstrate effective decision making 	133
CSC280A Resolve incidents which jeopardise safety and security	<ul style="list-style-type: none"> • Determine strategies for an agreed resolution • Coordinate support services • Provide support and leadership to team • Restore order 	138
CSC290A Maintain occupational health and safety practice	<ul style="list-style-type: none"> • Maintain the framework for the occupational health and safety system • Establish and maintain participative arrangements for the management of occupational health and safety • Maintain procedures for identifying hazards • Maintain procedures for assessing risks • Maintain procedures for controlling risks • Maintain organisations procedures for dealing with hazards • Maintain occupational health and safety quality system • 	143
CSC300A Provide guidance and counsel	<ul style="list-style-type: none"> • Encourage awareness of behaviour • Encourage personal responsibility • Promote self management • Manage conflict and negative responses 	148
CSC310A Undertake research for specific purposes	<ul style="list-style-type: none"> • Select appropriate research strategies • Gather information • Consult with key people • Organise and analyse information • Report the findings of the research 	152
PSX0127/33 Coordinate the implementation of change	<ul style="list-style-type: none"> • Plan for change • Implement change in the workplace • Evaluate change 	156
CSC320A Promote a learning environment	<ul style="list-style-type: none"> • Plan learning strategies • Plan and review assessment of workplace competence • Evaluate the effectiveness of learning 	159
Unit Title	Elements	Page
PSX0127/37 Represent and promote the organisation	<ul style="list-style-type: none"> • Represent the organisation • Influence others • Liaise and negotiate to achieve outcomes • Build and maintain networks 	163

PSX0127/32 Coordinate resource allocation and usage	<ul style="list-style-type: none"> • Allocate available resources to achieve results • Negotiate the use of resources • Monitor, evaluate and report on resource usage 	166
PSX0127/36 Manage the deliver of quality clients service	<ul style="list-style-type: none"> • Delivers service which satisfy changing clients requirements • Analyse clients needs • Promote clients service • Analyse and review clients services 	169
BSX0008\4 Prepare for training	<ul style="list-style-type: none"> • Confirm the need for training • Define training requirements • Develop training programs • Prepare learning materials • Manage training events • Establish training data bank 	172
BSX0008\5 Deliver training	<ul style="list-style-type: none"> • Prepare trainees for the learning experience • Present training session • Support trainees in managing their own learning • Facilitate group learning • Provide opportunity for practice • Provide feedback on progress on trainees • Review delivery experience 	176
BSX0008\7 Review and promote training	<ul style="list-style-type: none"> • Evaluate training • Record training data • Report on training • Promote training 	180

This unit describes the competencies required to develop and maintain work role and responsibilities within an organisational and team structure

Element	Performance Criteria
1. Develop effective workplace relationships	<ul style="list-style-type: none"> • <i>Organisation's policies and procedures</i> are supported and complied with • Own roles and responsibilities are identified and implemented • Roles and responsibilities of team members and management are identified and supported • Relationships with colleagues, offenders and the public are consistent <i>with organisation's philosophy, objectives and statutory and ethical obligations</i> • Differences in personal values and beliefs are respected and their value acknowledged in the development of relationships
2. Contribute to the workgroup activities.	<ul style="list-style-type: none"> • Constructive contributions to team goals are made • Interaction with others promotes a productive and harmonious work environment • Tasks are completed and results achieved with minimum supervision. • Problems are solved through discussion in the workgroup • Individual differences within the group are respected and valued
3. Develop and maintain work performance	<ul style="list-style-type: none"> • Feedback on performance is sought through supervision and comparison with <i>established team and organisational standards</i> • Opportunities for improvement are identified and knowledge, and skills are kept current and continuously improved

3. *Develop and maintain work performance (cont'd)*

- Alternative and flexible work methods and attitudes are identified, assessed, developed and promoted
- Information about *organisation's policy, objectives and procedures* is current and actively maintained
- The implications of *cultural differences on practice and standards* are acknowledged and recognised in own practice
- *Organisation's resources* are used effectively, efficiently and according to guidelines
- Work is completed according to work plans, timetable and *specified standard*
- Work practices are revised according to requirements, and changes in priorities and objectives are negotiated with team members

4. Maintain a safe and healthy environment

- Equipment, materials and environment are assessed for hazards and appropriate protective action is taken which gives first priority to health and safety
- Health and safety risks and concerns are recorded and reported to the appropriate authority
- Approved safe measures and techniques are used when lifting and carrying
- Appropriate protective clothing and footwear are worn where and when required
- Conduct and contact with offenders is carried out in accordance with agreed procedures and in a way which minimises intrusion on personal privacy and provocation of aggressive behaviour
- Regulations and guidelines relating to personal security when off duty are observed
- Potential threats to personal safety are identified and reported, and protective action is taken which is appropriate and according to legal limitations
- All duties are undertaken in compliance with the *organisation's Occupational Health and Safety policies.*

A. Range of Variables

Organisation policies and procedures will include:

- management and accountability structures and systems relevant to own role and position
- legislative and statutory requirements and obligations on staff expressed in policy covering following areas:
 - * Occupational Health and Safety policy and procedures
 - * Equal Employment Opportunities.
 - * Correctional Services objectives and performance management standards
 - * Industrial Awards
 - * Anti discrimination
- Department regulations, protocols and procedures relevant to work role and responsibilities
- National Competency Standards
- Code of Conduct/Code of Ethics related to working relationships
- principles and implementation of duty of care
- performance appraisal system
- personnel procedures
- job description/employment contract

Cultural Values will be reflected in:

- language, verbal and non-verbal, English and other
- traditional practice and observations
- prohibitions and taboos
- relationships
- family structures and practices
- religious and spiritual influences
- practices and expectations of own culture and different cultures

Cultural difference will be expressed through the following:

- language; in English and others, words, expression, accent, non-verbal.
- beliefs/values
- religious/spiritual observances
- relationships/family structures
- observations/practices/prohibitions
- food/diet
- celebrations
- dress
- social conventions
- cultural stereotypes
- power
- codes of conduct/social interactions
- conventions of gender/sexuality

Communication style will include factors such as:

- impact of values
- language content and level
- social and cultural expectations/conventions
- mannerisms, gestures
- oral and written format
- formal and informal format

Roles and responsibilities will be determined by:

- job descriptions and employment contracts
- award classifications
- organisation's policies relevant to work role
- Department's policies relevant to work role
- team structures
- supervision and accountability requirements and structure
- management and accountability systems
- skills, training and competencies
- size, nature, location and culture of workplace
- code of conduct

Relationships will include those with:

- colleagues
- team members
- supervisor
- management
- service agencies
- specialists
- offenders
- offenders' families and support networks
- Departmental agents
- workers in the Corrections and Justice System
- members of the community with direct impact on work environment

Opportunities for improvement of knowledge and skills will include:

- voluntary or required conditions
- internal/external training provision
- formal/informal learning
- supervision
- work experience/exchange/opportunities
- mentoring
- personal study
- work skills/personal development
- career planning/development
- performance appraisals
- workplace skills assessments
- recognition of prior learning

B. Assessment Guide

Assessment in this unit will be conducted according to the Assessment Guidelines of this Training Package.

How is this unit to be Assessed?

This unit forms part of a group of generic Core units with application to workers with specialist competencies from a range of sectors and occupational areas in the industry. This unit contains knowledge which may be assessed off the job, for example, in a structured learning process, and applications which should be assessed in their performance in the workplace or, where this is not possible, in suitable simulation based on workplace material.

C. Evidence Guide

This unit contains a wide range of variables to reflect the very diverse nature of work conducted in Correctional Services. Selection from the range of variables will be justified in terms of work site requirements, work roles and responsibilities and occupational specialisations.

Key Outcomes

Of particular importance are:

- the evidence of knowledge appropriate for the work site, enterprise and work role, especially organisational policies and procedures and relevant statutory requirements
- evidence of applying performance in the full range of requirements of the work site especially in a wide range of different relationships

Knowledge is both specific to the corrections environment, specific to enterprise requirements and statutory context and knowledge requirements.

The enterprise specific knowledge required includes:

- all aspects of organisation's policies, objectives, principles, philosophy, strategic plans, procedures relevant to work role and responsibilities
- relevant industrial award and classification
- organisation's code of conduct
- job description and work contract
- individual and colleagues/team roles and responsibilities
- organisation's management and accountability structures and systems
- National Competency Standards for Correctional Services
- Organisation's performance management systems, processes related to workers role and position in organisation and management system.

Key Competencies (Level 3):

- Working with others and in teams - principles of team work/group work
- Communication - constructive interpersonal techniques
- Solving Problems - meeting procedures and protocol

Interdependent assessment of units

To enable holistic assessment, emphasising the interrelationship of functions and competency, this unit may be assessed in conjunction with:

CSC020A Contribute to the achievement of organisational goals

CSC030A Contribute to achieving the goals of the justice system

CSC040A Communicate effectively

This unit is concerned with the role of an individual worker in contributing to the development, implementation and review of organisational goals and strategic plans through effective team practice.

Element	Performance Criteria
1. Contribute to the development of organisation policy	<ul style="list-style-type: none"> • Positive contributions are made to team activities which develop and provide feedback on the effectiveness of <i>organisation practice</i> • Information and reporting on the effectiveness of <i>organisation's policy</i> is provided when required • Concerns which relate to <i>organisation's policy and practice</i> are reported accurately and comprehensively to supervisor or relevant team member
2. Implement organisation policy	<ul style="list-style-type: none"> • <i>Organisation's policies and procedures</i> are consulted routinely and own practice is checked for compliance with policy requirements and expectations • Knowledge of <i>organisation's policy, objectives and strategic plans</i> is maintained and updated when changes occur • Actions and strategies are consistent with <i>organisation principles, objectives and practices</i>, and with agreed role and responsibility • Own skills and knowledge are reviewed and assessed and training needed to improve performance is identified and undertaken
3. Support innovation and change	<ul style="list-style-type: none"> • Confident and positive proposals for change are made in appropriate forums • Requirements for change are responded to positively and promptly • Benefits of change are promoted and endorsed with team members, offenders and the community • Implications of and effects of change are assessed and reported on constructively and objectively

4. Represent and promote the organisation
- Actions, behaviour and presentation promote and maintain a positive image of the *organisation and its philosophy, objectives and standards*
 - Communication with the public and disclosure of information is consistent with legislation and with *organisation's policy, practice and procedures*
 - Accurate and relevant information is made available to the public and other services on request and according to *organisation's guidelines concerning release of information*
 - Professional contacts to promote a positive image of the organisation are established and maintained

A. Range of Variables

Organisation policies and procedures will include:

- philosophy and mission statement
- management and accountability channels
- legislative and statutory requirements and obligations on staff expressed in policy covering following areas:
 - * Occupational Health and Safety requirements and procedures
 - * Equal Employment Opportunities
 - * Anti-discrimination
 - * Correctional Services Standards
 - * Industrial Awards
- Department Regulations, protocols and procedures
- corporate/strategic plans
- Code of Conduct/Code of Ethics
- principles and implementation of duty of care
- performance appraisal system
- personnel procedures

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How is this unit to be assessed?

This unit forms part of the Core units of several levels, with application to workers with specialist competencies from a range of occupational areas. This unit contains knowledge which may be assessed off the job, for example, in a structured learning process, and applications which should be assessed ideally in the workplace or, where that is not feasible, in suitable simulation based on workplace material.

C. Evidence Guide

This unit contains a wide range of variables to reflect the very diverse nature of work conducted in Correctional Services. Selection from the range of variables will be justified in terms of work site requirements, work roles and responsibilities and occupational specialisations

Key Outcomes

Of particular importance is:

- the evidence of knowledge appropriate for the work site, enterprise and work role, especially organisational policies and procedures and relevant statutory requirements
- evidence of applying performance in the full range of requirements of the work site

Knowledge in this unit is specific to and determined by the enterprise:

- all aspects of organisation's policies, objectives, principles, philosophy, strategic plans and procedures relevant to the work role
- relevant industrial award and classification
- organisation's code of conduct
- job description and work contract
- individual and colleagues/team roles and responsibilities
- organisation's management, performance management and accountability structure
- National Competency Standards for Correctional Services

Key Competencies (Level 3):

- Working with others and in teams - principles of team work/group work
- Communication - constructive interpersonal techniques
- Solving Problems - meeting procedures and protocol

Interdependent assessment of units

To avoid duplication and to promote the interactive nature of the functions covered in these Core units, this unit may be assessed in conjunction with:

CSC010A. Develop and maintain workplace practice and standards

CSC030A. Contribute to achieving the goals of the justice system

CSC040A. Communicate effectively

This unit is concerned with the competencies associated with the values base and principles which underlie all work activities and interactions and is core to all other units

Element	Performance Criteria
1. Maintain professional relationships	<ul style="list-style-type: none"> • The principles and requirements of anti-discrimination legislation and <i>organisation policy</i> are supported and maintained at all time • Opportunities are created for a supportive and trusting working relationship with all people • Communication is culturally appropriate and is in the language and manner effective and relevant to the individual • Practice is consistent with <i>obligations of duty of care</i>
1. Comply with all requirements of Criminal Justice, principles and practice	<ul style="list-style-type: none"> • Information and clarification of the <i>principles, goals and required outcomes and accountability of the Criminal Justice System</i> are sought routinely, maintained in current relevance and complied with • Disclosure of information is consistent with departmental and <i>organisation policy, practice and legislation</i> • Duties are carried out honestly, fairly, impartially and according to <i>work practices</i> • <i>Relevant standards of personal and professional behaviour</i> and conduct are complied with • Potential conflict of interest is identified and disclosed through <i>relevant process</i> <p>Information handling and security is conducted according to <i>established procedures</i></p>
3. Balance responsibility to the community with responsibility to offender	<ul style="list-style-type: none"> • Issues of community safety are identified and considered in all aspects of work • Offenders are encouraged and assisted to comply with terms and conditions of assessment and supervision

orders

- Issues of significant risk to others are identified and considered in all determinations and obligations
 - Security procedures are observed according to *organisation procedures and obligations*
 - The rights of individuals to make choices within the limits of orders and the safety of others is supported and promoted
4. Work within *professional role and expertise*
- Performance is analysed and assessed accurately against *work requirements and responsibilities*
 - Assessment of work performance is sought from team members and supervisor
 - *Work role and responsibilities* are conducted within agreed role boundaries

A. Range of Variables

Organisation policies and procedures will include:

- philosophy and mission statement
- management and accountability channels
- legislative and statutory requirements and obligations on staff expressed in policy covering following areas:
 - * Occupational Health and Safety requirements and procedures
 - * Equal Employment Opportunities
 - * Anti-discrimination
 - * Correctional Services Standards
 - * Industrial Awards
- Department Regulations, protocols and procedures
- Australian Standards Guidelines for Correctional Services
- Code of Conduct/Code of Ethics
- principles and implementation of duty of care
- performance appraisal system and personnel procedures

Information will include sources inside the organisation such as:

- written records
- oral, anecdotes, reports
- instructions
- directions from supervisor/management
- interviews
- formal and informal materials
- team meetings

and may be from sources outside the organisation such as:

- reports from other services, agencies, specialists, experts
- offender's family
- community/support organisations
- media

Roles and responsibilities will be determined by:

- job descriptions and employment contracts
- award classifications
- organisation's policies relevant to work role
- Department's policies relevant to work role
- team structures
- supervision and accountability requirements and structure
- management and accountability systems
- size, nature, location and culture of workplace
- code of conduct

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit forms part of the Core units at a number of levels, with specific application to workers with specialist competencies from a range of occupational areas. This unit contains knowledge which may be assessed off the job, for example, in a structured learning process, and performance which should ideally be assessed in the workplace or where feasible, in a suitable simulation based on workplace material.

C. Evidence Guide

This unit contains a wide range of variables to reflect the very diverse nature of work conducted in Correctional Services. Selection from the range of variables will be justified in terms of work site requirements, work roles and responsibilities and occupational specialisations.

Key Outcomes

Evidence of knowledge of the legal and statutory obligations relevant to the work site, the enterprise and the defined work roles and responsibilities.

Knowledge is specific to and determined by the performance requirements and statutory objectives and legislation of the Criminal Justice System and requires:

- all aspects of organisation's policies, objectives, principles, philosophy, strategic plans, and procedures relevant to defined work role and responsibilities
- organisation's code of conduct
- relevant industrial award and classification
- job description and work contract
- individual and colleagues/team roles and responsibilities in the context of the Criminal Justice System
- organisation's management and accountability structure
- Standards for correctional services, including competency standards

- significance and effects of own and others' beliefs and values and their effect on behaviour
- forms of discrimination
- a range of non-discriminative interpersonal and communication strategies
- analysis of individual strengths, weaknesses, skills and abilities
- organisation's policy and practice regarding disclosure of information and information and reporting systems
- principles of duty of care
- legislation governing work role and responsibilities in the Justice system
- human behaviour/social theories relevant to responsibilities

Key Competencies (Level 3):

- Working with others and in teams
- Communication
- Solving Problems

Interdependent assessment of units

To avoid duplication and to promote the interactive nature of the competencies covered in these units in order to enable holistic assessment, this unit may be assessed in conjunction with:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

This unit is concerned with the competencies required to carry out a range of communication functions to enable effective transfer of information

Element	Performance Criteria
1. Exchange information effectively	<ul style="list-style-type: none"> • Two way communication is used in the workplace to achieve effective and purposeful exchange of information. • Understanding of the information received or relayed is established by investigation, questioning, checking and cross referencing • The impact of <i>cultural and personal values and position in the organisational</i> on communication style and interpretation is analysed, acknowledged and taken into consideration in the approach selected. • Information is tailored for <i>the identified audience or recipients</i> from a range of different communication approaches • Information is communicated accurately, in the time required and to all <i>relevant people</i> • Mutual agreement of information is confirmed and feedback is provided where required • Contradictions, ambiguity, uncertainty or misunderstandings are identified and checked with a range of sources and references
2. Adapt communication to people and situations	<ul style="list-style-type: none"> • Individual and <i>cultural differences</i> are acknowledged and taken into account in the communication style selected • Opportunities are created to encourage positive involvement and contributions from all involved. • Where required, expert support or advice is sought or referrals are made according to <i>agreed procedures</i>. • <i>Cultural awareness</i>, sensitivity and discretion is observed

A. Range of Variables:

Communication will include:

- oral, electronic, written
- with individuals or groups
- with known and unknown audiences
- in routine and unexpected circumstances
- with people from a range of different levels of authority and responsibility represented in the workplace, including colleagues, offenders, the public, visitors, other service providers

Effective communication strategies will include:

- active listening
- positive feedback
- two-way interaction
- active silence
- non-verbal positive actions
- reflection and summarising
- selection of language
- cultural awareness/sensitivity
- flexibility/adaptation
- timing
- environment

Cultural Values will be reflected in:

- language; verbal and non-verbal, English and other
- traditional practice and observations
- prohibitions and taboos
- relationships
- family structures and practices
- religious and spiritual observances
- practices and expectations of own culture and different cultures

Cultural difference will be expressed through the following:

- language; in English and others, words, expression, accent, non-verbal.
- beliefs/values
- religious/spiritual observances
- relationships/family structures
- observations/practices/prohibitions
- food/diet
- celebrations
- dress
- social conventions
- cultural stereotypes
- power
- codes of conduct/social interactions
- conventions of gender/sexuality

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should ideally be assessed in the workplace with demonstrated application to the range of communication requirements encountered in the predictable requirements of the work site.

C. Evidence Guide

Key Outcomes

- Evidence of communication with individuals and with groups
- Evidence of communication with people from different cultural backgrounds
- Evidence of communication in routine and predictable context and with non-routine

Knowledge required

- principles of effective, interactive communication
- relevant cultural practices within the organisation and offender's community
- adaptive language
- identification of discriminative language
- organisation's procedures and policy related to information and communication systems, protocol and procedures
- personal values, own and others, which have an impact on effective communication

Key Competencies (Level 3):

- Information gathering,
- Planning and Organising,
- Communication
- Working with Others
- Using technology

Interdependent assessment of units

To avoid duplication, to promote the interactive nature of the competencies covered in these units, and to enable a holistic assessment, this unit may be assessed in conjunction with:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

This unit is concerned with the competencies required to conduct a general interview both formal and informal for a range of purposes and with different individuals and small groups

Element	Performance Criteria
1. Plan an interview	<ul style="list-style-type: none"> • The purpose and the proposed outcomes of the interview are identified and negotiated with the other party • Location is selected to encourage comfort, confidentiality and confidence • Time is allowed for reflection and review of understanding and progress • The people who need to be involved are identified and consulted
2. Conduct an interview	<ul style="list-style-type: none"> • Effective and flexible communication strategies are used to develop rapport and allow honest and relevant exchange of information • Appropriate conflict resolution strategies are used where necessary • Cooperative behaviour and communication are modelled and coached • Potential crises are anticipated and directed/discharged appropriate to the circumstances • Crises are defused while complying with policies and procedures • Decisions, action plans and responsibilities are summarised and agreement is negotiated on a process for review of action and outcome
3. Provide follow up action as a result of the interview	<ul style="list-style-type: none"> • Key issues and concerns are identified and communicated to relevant support people and agencies • Appropriate and timely response is given • Reactions/responses are monitored and suitable

encouragement or direction is provided

- Acknowledgment of positive progress is communicated and self management of issues is acknowledged and encouraged
- Ongoing feedback is provided, observed and responded to.

A. Range of Variables

Interviews may be:

- face-to-face
- on the telephone
- spontaneous
- formally planned and structured
- on centre premises
- in community settings
- in other agencies/services

Interviews may be conducted with:

- offenders
- family members
- community members
- staff/colleagues
- staff of other agencies

Relevant support people will include:

- support agencies and services including voluntary
- referral agencies
- employer/industry representatives
- families
- specialists
- supervisor/case manager
- colleagues
- specialist units

Effective communication strategies will include:

- active listening
- positive feedback
- two-way interaction
- active silence
- non-verbal positive actions
- reflection and summarising
- selection of language
- cultural awareness/sensitivity
- flexibility/adaptation
- timing
- environment

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in any setting where an interview can be held which reflects the context and range of variables required by the work role.

C. Evidence Guide.

Key Outcomes

Of particular importance is evidence of:

- both formal and informal interviews
- accurate compliance with organisational procedures
- of knowledge of legal and statutory requirements

Knowledge to be demonstrated:

- principles of effective communication, including active listening, questioning techniques, language, trust building, empathy, reflection, summarising, negotiating
- cultural observances and traditions related to relationship and communication protocol
- Department and organisation's policies and procedures related to information, reporting, confidentiality, code of conduct, freedom of information, safety and security
- special needs of individuals
- services and guidelines of support services
- principles of conflict containment
- factors influencing establishing trust and rapport

Key Competencies (Level 3):

Information gathering

Planning and organising

Communication

Solving problems

Interdependent assessment of units

To demonstrate the interrelationship of competencies, this unit may be assessed in conjunction with:

CSC060A. Prepare and present reports

CSC040A. Communicate effectively

PSX0127/20. Implement effective communication techniques

Competency in this unit might be more validly determined after competency has been established in:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC040A. Communicate effectively

This unit is concerned with the competencies required to find and use information and to reproduce the information in the different formats required by the systems used in the workplace, for a range of purposes

Elements	Performance Criteria
1. Gather and record information	<ul style="list-style-type: none"> • The purpose of, and requirements for, recording and reporting are identified and <i>procedural requirements</i> are followed • The audience is identified and different requirements are taken into consideration in the style selected • Information is collated and prioritised according to the purpose of the recording and any <i>established procedures</i> • Records are accurate and complete
2. Check information	<ul style="list-style-type: none"> • Information is checked with a range of authorities and accuracy, relevance and status are confirmed • Additional information required is identified and sought from a range of sources • Conclusions and proposed action is consistent with the information available
3. Present reports	<ul style="list-style-type: none"> • Information gathered is relevant to the purpose of the report, is checked for accuracy and where required further information is sought • Reports are prepared in appropriate or agreed format and are designed to meet the requirements of the audience • Realistic options are considered and are assessed against availability, appropriateness, resources and context • Conclusions and recommendations are clearly supported by the information gathered and verifiable evidence • The basis for assessments and recommendations is documented

3. *Present reports (cont'd)*
- Reports are circulated to determined or relevant people and feedback is sought
 - All information is handled according to *organisational requirements and ethical practice*

A. Range of Variables

Information may be sought from:

- team members
- supervisor, management
- records/reports/case notes
- offenders
- interviews
- meetings
- notices
- procedures manuals
- specialists
- family, support networks
- other agencies or companies

Reports may be any formal documentation required by organisation procedures including and additional to:

- Log books
- Incidents/breaches
- Offender files
- Administration files
- Projects Register
- Timesheets
- Expenses
- Case notes
- Note books
- Written and verbal material
- Reports required by the Courts/ judicial process

Relevant people will include those:

- inside the organisation
- inside the Department
- in the Justice system
- in specialist agencies working with the organisation
- in community groups/leaders
- team members
- offender's family and support network
- in external agencies/companies

Organisation policies and procedures may include the recording and reporting requirements of:

- Occupational Health and Safety
- Emergencies
- Security
- Supervision/management/accountability
- Regulations
- Code of Conduct
- Duty of Care
- Freedom of information requirements
- Relevant legislation and statutory requirements governing the State Justice System

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit contains knowledge which may be assessed off the job, for example, in a structured learning process, and applications which should be assessed in the workplace or where this is not feasible, in suitable simulation based on workplace material. The competencies are specific to the requirements of enterprises and statutory obligations, and assessment requirements should be specific to the enterprise, workplace and work role.

C. Evidence Guide

This unit contains a wide range of variables to reflect the degree of statutory responsibility and the differences between different jurisdictions, enterprises and work sites. The context will be determined by the specific requirements of the work site and the defined work role.

Key Outcomes

- evidence of accurate compliance with operating procedures and guidelines for all reporting process required in the enterprise from the Range of Variables
- evidence of accurate identification of procedures relevant to a complete range of reporting requirements determined for the work role

Knowledge is specific to the requirements of the enterprise and requires:

- available and specific sources of information
- organisation's policies and procedures determining reporting and recording
- legislation and statutory requirements of the State/Territory justice system relevant to the reporting required in the work role
- organisation's records system, manual and electronic
- basic research methods and information gathering
- a limited range of report writing methods determined by the work role
- literacy and language levels required for formal report writing and comprehension of documents providing information necessary for the work role.

Key Competencies (Level 3)

Information gathering,
Planning and Organising,
Communication
Working with Others
Using technology

Interdependent assessment of units

To avoid duplication and to emphasise the interrelation of workplace competencies, this unit may be assessed in conjunction with

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC050A. Manage direct contact

CSC070A. Manage offender induction and discharge

CSC080A. Contribute to supervision, surveillance and monitoring

Competency in this unit might be more validly determined after competency has been established in:

CSC040A. Communicate effectively

This unit is concerned with the competencies required to enable the humane, safe and effective induction of offenders into the correctional environment and their discharge according to specific statutory and procedural requirements

Element	Performance Criteria
1. Receive and discharge offender	<ul style="list-style-type: none"> • <i>Reception and discharge</i> is conducted according to the requirements of sentence plan and the <i>organisation's agreed procedures</i>. • Communication strategies are designed to effect a calm, positive and relevant exchange of information and to reduce anxiety and distress • Correct identification and accurate documentation of offender/client are confirmed by effective two-way communication, and from gathering information from a range of identified sources • Relevant documentation is collected, checked, confirmed, completed and passed on according to <i>organisation and department procedures</i> • Inconsistencies in information are checked with the offender/detainee and other sources and reported <i>according to procedures</i> • Security and safety are maintained and contingency procedures are implemented where necessary
2. Determine immediate needs of offender	<ul style="list-style-type: none"> • The immediate needs of the offender are identified and responded to in accordance with <i>agreed procedures</i> • Behaviour or signs which indicate concern are accurately recorded and the information is reported <i>to the appropriate persons</i> • Personal and basic requirements are provided or referred according to offender's needs and <i>agreed procedures</i>. • Offender's property is administered according to <i>organisation procedures</i>

A. Range of Variables

Receive and discharge

The terms **receive** and **discharge** are intended to have the general meaning of introducing and terminating the offender's contact with the service. Different sectors in the industry will use different terminology to describe these functions. Contextualisation will allow the replacement of the words used in this unit with those in common usage in the sector or enterprise in which the worker is being assessed.

Settings which will influence the requirements of induction and processing of offenders may include:

- custodial such as prisons, detention centres, periodic detention centres, home detention, probation and parole, community services
- type of institution and degrees of custody and security
- offender profile and classification
- location, layout and construction/design
- accommodation and services available
- reception facilities
- type of record system - manual/electronic
- type of equipment available

Communication strategies will depend on factors such as:

- culture
- level of language and vocabulary
- level of literacy
- need for review and clarification
- interviewing methods
- questioning
- examples and demonstrations
- physical/emotional state of offender
- procedures
- immediate/emergency needs

Immediate needs may include:

- information
- specialist services
- assessment
- suitable accommodation
- acceptable or required clothing
- allowable personal items
- hygiene needs
- health needs/checks
- dietary requirements
- referrals
- aids
- storage of property
- return of property

Special needs will include:

- language including literacy and language other than English
- personality/behavioural tolerance
- psychiatric
- intellectual disability
- physical/sensory disability
- cultural/religious/ethnic requirements
- illness, disease, injury
- drugs/alcohol/substance abuse
- situational stress/depression/anxiety/trauma
- risk from others/self

Support will include:

- interpreter
- emergency medical team/specialist teams/ Drug and Alcohol
- appropriate community support group
- internal backup
- Aboriginal Torres Strait Islander liaison/support services
- disability agencies and aids
- clinical programs

Special referrals will include:

- medical
- psychological
- cultural
- legal
- religious/spiritual
- accommodation
- counselling

Procedures/regulations/requirements will include:

- statutory/legislative/legal
- Departmental policy
- organisational/service policy/practice
- professional standards/code of conduct/ duty of care

Induction will be through both formal and informal processes.

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace in a range of variables relevant to the work site and the work role.

C. Evidence Guide.

This unit contains a wide range of variables to reflect the very diverse requirements and contexts in which this function is performed. Evidence will be required from the selection of variables required by the enterprise and defined work role

Key Outcomes

- evidence of accurate compliance with organisation and enterprise operating procedures
- evidence of knowledge of statutory requirements relevant to the range of requirements of the enterprise and the defined work role
- evidence of organisation's information management systems
- evidence of effective communication with people from a range of cultural backgrounds

Knowledge required

- Departmental/organisational induction, reception, admission and discharge procedures
- Departmental/organisational documents/records and processing
- relevant departmental and organisational policies and procedures may include
 - * principles of duty of care
 - * occupational health and safety policy and procedures
 - * use and maintenance of security equipment
 - * organisation's code of conduct
 - * search procedures
 - * confidentiality guidelines
- cultural factors and awareness
- recognition of discriminatory behaviour
- relevant aspects of legislation related to induction and discharge of offenders
- legal/statutory obligations
- principles of communication including questioning and reporting
- requirements for interviewing
- principles of risk/conflict management

Key Competencies (Level 3)

Information gathering,
Planning and organising,
Communication,
Working with others
Solving problems
using technology

Interdependent assessment of units

This unit may be assessed in conjunction with
CSC010A. Develop and maintain workplace practice and standards
CSC020A. Contribute to the achievement of organisational goals
CSC030A. Contribute to achieving the goals of the justice system
CSC060A. Prepare and present reports
CSC080A. Contribute to supervision, surveillance and monitoring
CSC110A. Maintain safety and security

Competency in this unit might be more validly determined after competency has been established in:

CSC040A. Communicate effectively
CSC050A. Manage direct contact to gather and provide information

This unit describes the competencies required to monitor the behaviour of offenders and others and the custodial environment or to supervise offenders under court orders to prevent and minimise risks to safety, security and to ensure compliance with orders

Element	Performance Criteria
1. Monitor security and behaviour	<ul style="list-style-type: none"> • Continuous and routine observation is carried out to monitor offender behaviour, responses and environment and to identify potential problems, conflict or stress • Information and clarification are provided to ensure that the <i>rules and procedures</i> are known and clear • Standards of security, safety, health and hygiene are negotiated and maintained and breaches or risks are acted upon promptly and effectively • Breaches of orders are identified, investigated, implemented and reported to the appropriate authorities • Changes to requirements and routine are reported promptly, and information is provided to everyone who needs to know
2. Monitor needs and concerns	<ul style="list-style-type: none"> • Interactive communication is used to gain information to assist in the identification of offender's needs, problems and concerns on an ongoing basis • Changes in the mood and behaviour of offenders are identified and assessed for impact on behaviour and on safety and security of offender and environment • Information is assessed for security, safety and welfare implications, summarised and conveyed promptly to appropriate persons and appropriate and consequent action is taken. • Ongoing opportunities are created for the offender to express concerns and problems, and appropriate support is provided

3. Supervise offenders from different culture
 - Communication with offenders from different cultures is adapted to reflect and respect the different *cultural values*
 - Form of address and manner acknowledge different *cultural requirements*
 - Own *cultural values and beliefs* are identified and assessed for potential conflict or obstacles to non-discriminatory approach to offenders from different cultures and adjustments are made
 - Non-discriminatory behaviour is demonstrated at all times, and actions are consistent with organisation's anti-discrimination policies and procedures
 - Support is sought from suitable cultural advisers and agencies when required and requested

4. Provide information
 - Information about offender's needs, concerns and behaviour is reported to appropriate specialists and support is sought or referrals are made *according to protocol and agreed practice*
 - Information is prepared and provided in *agreed format and reporting processes*
 - Communication method is appropriate for the degree of urgency of the concerns and issues

A. Range of Variables

This unit has used terminology such as “admission” which implies an institutional context. Workers in non-institutional settings will adapt the language to replace such expressions with language appropriate to the different service culture. Where necessary the language of the performance criteria will also be adapted while retaining the intention of the outcomes.

Surveillance, supervision and monitoring may be for the purpose of:

- classification and review of classification
- case management requirements
- needs assessment
- risk assessment
- providing reports to specialists
- allocation to programs
- protective custody
- routine reports
- review of sentence plan

- investigations
- charges
- court reports/evidence
- appeals
- swearing summons and warrant
- service of summons/breach
- initiating police warrant
- monitoring court process and outcomes
- dynamic security

Procedures and guidelines covering supervision, monitoring and surveillance may be found in the following organisation policies:

- Occupational Health and Safety
- Responding to emergencies
- Security procedures
- Accountability, reporting, and recording systems
- Department regulations, protocol and procedures
- Code of Conduct
- legislation/statutory obligations as basis for policies
- procedures for classification and review of classification
- case management assessment and review
- referral to specialists and special programs
- Duty of Care
- National Standards
- compliance with court orders

Supervision, monitoring and surveillance will be conducted by:

formal and informal methods:

dynamic and static strategies

direct and indirect methods

manual and electronic use of information

Responses to minimise risks will depend on the mandate of the organisation and worker and the context of the service. Organisational requirements will specify appropriate and allowable procedures for assessing and responding to risks. They may include the following:

- separation/isolation
- defusing strategies
- counselling techniques
- specialists/experts
- intervention
- mediation
- special watch
- cultural support
- referrals
- searches
- discipline procedures
- reassessment/reclassification/change of conditions
- transfer
- review of program or placement

Support will depend on resources and services available and could include:

- interpreter
- medical team/specialist teams
- appropriate community support group
- supervisor
- Aboriginal Torres Strait Island liaison
- disability
- counselling
- financial
- travel / transport

Special referrals will include:

- medical
- psychological/welfare
- cultural
- legal
- religious/spiritual
- accommodation

Cultural values will be reflected in:

- language, verbal and non-verbal, English and other
- traditional practice and observations
- prohibitions and taboos
- relationships
- family structures and practices
- religious and spiritual
- those of own culture and different culture

Cultural difference will be expressed through the following:

- language; in English and other, words, expression, accent, non-verbal.
- beliefs/values
- religious/spiritual observances
- relationships/family structures
- observations/practices/prohibitions
- food/diet
- celebrations
- dress
- social conventions
- cultural stereotypes
- power
- codes of conduct/social interactions
- acceptability boundaries
- conventions of gender/sexuality

Communication style will include factors such as:

- impact of values
- language content and level
- social and cultural expectations/conventions
- mannerisms, gestures
- oral and written format
- formal and informal format

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit contains knowledge which may be assessed off the job, for example, in a structured learning process, and applications and practice which should be assessed in the workplace or where this is not feasible, in a suitable simulation which draws upon the requirements of the workplace and the defined work role.

C. Evidence Guide.

This unit has a large range of variables to accommodate the range of different applications of this unit across the different sectors of the industry. Context will be determined by the requirements of the organisation, the work site and the defined work role.

Evidence must include observation in the workplace as well as performance in a simulated environment.

Key Outcomes

Evidence:

- of accurate compliance with organisation operating procedures
- of knowledge of statutory requirements relevant to the work site and defined work role
- which draws on a range of both routine and non-routine applications
- which demonstrates performance with different needs and cultural backgrounds

Knowledge required is specific to the enterprise requirements:

- organisation's policies, guidelines and procedures related to control and surveillance, safety and preventing and responding to incidents
- organisation's management and accountability systems
- specific statutory requirements for the care and protection of offenders
- organisation's reporting procedures and practice
- guidelines for use of equipment and technology
- Service manuals
- range of services provided by the Department and the organisation
- Court orders, sentence requirements, classification system
- first aid techniques
- principles of effective communication
- counselling strategies
- principle cultural observations and requirements of main cultural groups in the offender's community
- community agencies and services

Key Competencies(Level 3):

Information

Planning and organising

Using technology

Communication

working with others

problem solving

Interdependent assessment of units

To avoid duplication and to integrate assessment through interrelated activities and competencies, this unit may be assessed in conjunction with:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC060A. Prepare and present reports

CSC090A. Contribute to the health, safety and welfare of individuals

CSC100A. Support offenders to maintain relationships

CSC110A. Maintain safety and security

CSC120A. Maintain security system

Competency in this unit might be more validly determined after competency has been established in:

CSC040A. Communicate effectively

CSC050A. Manage direct contact to gather and provide information

CSC150A. Use and organise the maintenance of workplace equipment

This unit is concerned with the competencies required to assess, monitor and implement plans for the maintenance of standards of health, safety and welfare for people within a correctional services environment.

Element	Performance Criteria
1. Induct offender	<ul style="list-style-type: none"> • Information provided to offender is designed to assist in assimilation and to minimise confusion and stress and to promote compliance with orders • Guidance, clarification and assistance is provided over the induction period according to <i>principles of duty of care and service guidelines</i> • Supportive interaction is maintained through observation, verbal communication and counselling to reduce the stress and anxiety of admission • Regular review of special needs and the impact of the environment is conducted and reported and support is provided where required • Offender is monitored and problems experienced in assimilating are reported <i>according to procedures</i>
2. Promote safety	<ul style="list-style-type: none"> • Risk of injury or harm is identified and protective or preventative measures are taken without delay • Behaviour and condition are monitored, developments are responded to and reported promptly and according to agreed procedures • Safety, hygiene and personal protection are encouraged, promoted and checked against <i>agreed standards</i>. • Issuing/monitoring of medication is carried out in <i>accordance with policies and agreed procedures</i> • Incidents and observations are recorded and reported accurately, promptly and in <i>required format</i>

3. Promote health for offenders
 - Health promotion materials addressing health issues of offenders are identified and made available
 - Advice and information on health and safety is accurate, suitable, relevant and respectful of personal beliefs and preferences.
 - Practices which jeopardise health and safety are identified and advice is given on adopting safe behaviour and attitudes
 - *Specialist advice and referral* is made available when requested, when necessary and where available.
4. Respond to an emergency
 - Nature of an emergency is assessed immediately and appropriate response is carried out effectively
 - The need for additional support and resources is identified and assessed promptly and summoned
 - Assistance with support and care is provided in *accordance with skills and responsibility*
 - Incidents are recorded accurately, clearly and completely in *required format* and feedback and debriefing is provided
5. Maintain a safe and healthy environment
 - Equipment, materials and environment are assessed for hazards and appropriate protective action is taken which gives first priority to the health and safety of people
 - Health and safety risks and concerns are recorded and reported to *the appropriate authority*
 - *Approved safe measures and techniques* are promoted for all activities
 - Appropriate protective clothing and footwear are promoted and provided for all activities requiring it
 - Conduct and contact with offenders is carried out in accordance with agreed procedures and in a way which minimises intrusion on personal privacy and provocation of aggressive behaviour
 - Training in the use of equipment and materials is provided to ensure safe level of skill and knowledge

A. Range of Variables

Health and safety promotion will include information prepared by the organisation and information prepared by outside specialist agencies about:

- drug and alcohol abuse
- smoking
- nutritional/dietary
- exposure to sun
- personal hygiene
- work and equipment safety
- sexually transmitted disease
- infection/contagion
- reproduction health and control
- stress management
- behaviour/attitude management
- chronic conditions eg asthma, diabetes
- early detection and referral of conditions

Support and referral services may include:

- social worker/counsellors
- medical staff
- drug/alcohol service
- occupational health and safety officer
- program coordinator
- case manager
- psychiatric services
- sport/recreation
- catering
- maintenance
- education officer
- emergency unit
- first aid officer
- supervisor
- special training

Potential threats and hazards will include:

- physical harm
- assault/aggression/violence
- threats of self inflicted injury or suicide
- threats from dangerous substances
- threats from weapons
- fire
- infection/contagion
- contamination
- aggravation of existing condition, chronic illness
- accidents
- dangerous equipment
- misuse of equipment
- electrical faults/misuse

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit contains knowledge which may be assessed off the job, for example, in a structured learning process and applications which should be assessed in the workplace or, where this is not feasible, in a suitable simulation with material related to the workplace and work role.

C. Evidence Guide.

Evidence will be required from the range of routine and required work functions required by the work site and defined work role

Evidence must include observation in the workplace as well as performance in a simulated environment.

Key Outcomes

- evidence of accurate compliance with and application of organisational procedures and policies
- evidence of application in a significant range of offender needs and cultural background
- evidence of applications in both routine and non-routine circumstances

Knowledge required:

- organisation policies, procedures, code of conduct related to health and safety of offenders
- principles of duty of care defined in origination policies and procedures
- statutory obligations related to health and safety of offenders where defined in organisation policy, procedures and delegations
- a limited range of specific support services within the organisation and general or specific outside agencies and their general criteria/guidelines for service specifically related to principle offender needs
- principles and requirements of specific examples of case management
- record keeping/report writing according to enterprise procedures and format relevant to offender welfare
- specific human behaviour/development and conditions relevant to an identified cross section of offender circumstances
- interviewing techniques
- interactive communication used for negotiation and decision making

Key Competencies (Level 3):

Information gathering,
Planning and organising
Communication
Working with others
Solving problems
Using technology

Interdependent assessment of units

To recognise the interrelationship of competencies and to avoid duplication, this unit may be assessed in conjunction with:

CSC010A. Develop and maintain workplace practice and standards

- CSC020A. Contribute to the achievement of organisational goals
- CSC030A. Contribute to achieving the goals of the justice system
- CSC060A. Prepare and present reports
- CSC070A. Process offender induction and discharge,
- CSC080A. Contribute to surveillance, supervision and monitoring
- CSC100A. Support offenders to maintain positive relationships

Interdependent assessment of units

Competency in this unit might be more validly determined after competency has been established in:

- CSC040A. Communicate effectively
- CSC050A. Manage direct contact to gather and provide information

This unit is concerned with the competencies required to provide guidance and role models to the offender to maintain positive and supportive relationships within a correctional environment and with family and the general community

Element	Performance Criteria
1. Encourage maintenance of relationships	<ul style="list-style-type: none"> • Contact with family, friends and support networks is encouraged and assisted within services and <i>resources available</i> • Communication between offender and networks outside the correctional centre is handled and assisted according to <i>organisation procedures</i> • Family problems which require the involvement of the offender are referred to relevant support and specialist staff and agencies where appropriate • Needs and interests of the offender and family are referred to appropriate specialists when required or appropriate • Contact with offender's family and friends is conducted in accordance with offender's interests, <i>procedures and team practice</i> • Offender is actively assisted to develop and maintain appropriate relationships with officers and with other offenders • Offenders are encouraged and supported to manage themselves and their relationships confidently and productively • Support is provided to offender in a manner which maintains the integrity of self-management and personal dignity
2. Maintain professional relationship with offender	<ul style="list-style-type: none"> • Communication with offender is clear and appropriate to the offender's needs and circumstances • Offender's requests and concerns are responded to positively, appropriately and consistently • Confidentiality and discretion are exercised

according to procedures and agreement with the offender.

- Offender's rights and options are acknowledged and supported *consistent with policies, orders and relevant legislation*

A. Range of Variables

Communication with offender will include:

- formal and informal meetings
- interviews
- counselling
- receiving and conveying information and advice
- receiving grievances/complaints
- one-to-one, groups and public
- oral and written
- internal and external to the organisation
- recording and reporting

Confidentiality and discretion will include:

- security of personal information
- selection of other people to be informed
- location and timing of communication
- nature of follow up

Legislation will include:

- Commonwealth relevant to correctional services including Anti-discrimination
- State and Territory relevant to management of services to offenders included in Criminal Justice Acts, Probation and Parole, Community corrections, National Standards, enterprise standards, confidentiality and freedom of information
- Statutory requirements such as duty of care

Contact will include:

- direct and personal as well as written, electronic and indirect, through other service providers, colleagues
- within the organisation or in the community, in other service organisations, in secure centres

Referrals/support will include:

- social/welfare worker
- medical
- drug and alcohol services
- behaviour management programs
- counsellors
- supervisor
- religious/spiritual advisers
- program coordinator
- case manager
- Aboriginal, Torres Strait Islander Liaison
- welfare organisations

- legal
- education/training/skills development
- recreation/sporting groups
- employment/ career development

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace or, where this is not feasible, in a suitable simulation which applies workplace material and context and issues of offenders and their relationships

C. Evidence Guide

This unit contains a wide range of variables to reflect the very diverse nature of offender needs and circumstances 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

Key Outcomes

- evidence of knowledge and application of relevant organisational procedures and policies
- evidence of knowledge of statutory requirements and application of the concept of duty of care
- evidence of performance with offenders from different cultural backgrounds
- identification of personal values and their impact on performance

Knowledge should include:

- organisation's policies, guidelines and procedures related to offender management and support
- relevant State/Territory and Commonwealth Legislation related to management of and support for offenders, court orders, national standards, code of conduct, departmental directives, Criminal Justice codes, services
- principles of effective communication
- general counselling strategies/techniques
- organisational and department reporting procedures and practice
- support services and specialists and their guidelines for access and service provision
- aspects of human behaviour and development related to offending and relationships
- principle/relevant cultural practices and customs of the community and the offender profiles

Key Competencies (Level 3):

Information gathering,
 Planning and organising,
 Communication,
 Working with others
 Solving problems.

Interdependent assessment of units

To recognise the interrelationship of competencies and to avoid duplication, this unit may be assessed in conjunction with

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC040A. Process offender induction and discharge

CSC090A. Contribute to the health, safety and welfare of individuals

Competency in this unit might be more validly determined after competency has been established in:

CSC040A. Communicate effectively

CSC050A. Manage direct contact to gather and provide information

This unit describes the competency required to implement effectively and confidently the security and safety policies of the organisation.

Element	Performance Criteria
1. Work within established safety and security procedures	<ul style="list-style-type: none"> • <i>Workplace safety, security, and emergency or contingency procedures</i> are identified, and complied with • Security and safety risks are assessed, prioritised and appropriate response is given according to guidelines and calculated discretion • Intervention is immediate and appropriate where safety and security is threatened • Emergency and contingency plans are reviewed routinely and effectiveness is reported • The rights and responsibilities of individuals is acknowledged and considered in the implementation of policy and procedures • Implementation of safety and security procedures is <i>consistent with role, responsibilities and duty of care</i> • All accidents, injuries or hazardous incidents are investigated and reported and breaches are identified, assessed for procedural implications and reported to appropriate authority
2. Maintain safety and security information	<ul style="list-style-type: none"> • Records are kept current and accurate and accessible to <i>all authorised people</i> • Relevant team members and agencies are informed of the movements and circumstances of offenders • Communication is clear, accurate, complete and comprehensive and designed for the purpose required • Requests for information are responded to promptly and <i>according to agreed procedures</i> and information is accurate, relevant and complete

- Security files are opened, stored, reviewed and archived *according to agreed procedures and effective work practice.*
3. Preserve own and others' safety
- Personal conduct, manner and presentation is maintained according to *organisational requirements* and code of conduct
 - Factors which lead to hostility and threatening behaviour are identified, anticipated and assessed for risk and appropriate action to diffuse is taken
 - Safety and protective equipment is used and maintained *according to procedures* and situation analysis
 - Potential risks outside the workplace are anticipated and safety precautions are observed
 - Fire and emergency practice is undertaken routinely *according to policy requirements and practice*
 - First aid knowledge and skills are maintained *to the standard required* by the level of responsibility and the anticipated circumstances

A. Range of Variables:

This unit applies to all people working in prisons and on work sites where offenders are under statutory supervision and includes correctional services staff, contractors, external services and agencies, professional support staff such as medical, education and training, employment, transport, escorts, representatives of other departments and authorities.

Organisation policies and procedures determining safety and security include:

- Occupational Health and Safety/ relevant Workcover legislation
- Emergency procedures
- Security guidelines and procedures
- Supervision/management/accountability
- Department Regulations, protocol and procedures
- Code of Conduct
- Duty of Care
- Relevant legislation and statutory requirements governing work role in the State Justice System

Security and safety risks will include:

- fire
- escape/attempted escape
- physical violence
- hostage taking
- serious accidents/injury

- barricades
- natural disasters
- infectious/contagious disease
- unauthorised entry
- bomb threat
- death - accidental, natural, suicide, deliberate
- major incidents

Safety and protective equipment will include:

- fire extinguishers
- protective clothing
- defensive clothing and equipment
- firearms
- alarms/alerts
- communications technology
- security equipment
- remote controls

Contingency measures will include:

- separation/isolation
- defusing strategies
- counselling
- specialists/experts
- intervention
- mediation
- special watch
- cultural support

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package.

How will this unit be Assessed?

Evidence in this unit will be specific to the practice and procedures of individual enterprises and work sites.

This unit may be assessed both off the job, for example in structured training using knowledge based and simulation strategies and in application in the specific work site.

C. Evidence Guide.

This unit contains a wide range of variables to reflect the different requirements of enterprises, work sites, and defined work roles.

Evidence must include observations in the workplace as well as performance in simulated environment.

Key Outcomes

- evidence of accurate knowledge and application of organisation policies and procedures related to safety and security
- evidence of performance in both routine and non-routine circumstances
- evidence of application of security equipment and technology used in the work site

Knowledge required

- organisation policies, procedures, code of conduct related to safety and security
- principles of duty of care defined in origination policies and procedures,
- statutory obligations related to safety and security procedures and practice where defined in organisation policy, procedures and delegations,
- a specified range of optional or contingency responses within the organisation criteria/guidelines for safety and security related to defined work role and responsibility and delegation
- requirements of specific examples of delegation, authorisations and chain of command operating in relevant work sites
- record keeping/report writing according to enterprise procedures and format relevant to reporting matters of safety and security
- specific human behaviour/development and conditions relevant to an identified cross section of offenders and their circumstances
- procedures and delegations for use of safety and security equipment
- interactive communication used for negotiation and decision making

Key Competencies (Level 3):

Information gathering,

Planning and organising,

Communication

Working with others

Solving problems

Using technology

Interdependent assessment of units

Where all or some of the functions covered in the following units are demonstrated in a set of comprehensive competencies, this unit may be assessed in conjunction with:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC060A. Prepare and present reports

CSC080A. Contribute to supervision, surveillance and monitoring

CSC090A. Contribute to the health, safety and welfare of individuals

CSC120A. Maintain security system

Competency in this unit might be more validly determined after competency has been established in:

CSC040A. Communicate effectively

CSC050A. Manage direct contact to gather and provide information

CSC150A. Use and organise the maintenance of workplace equipment

This unit is concerned with the competencies required to maintain a secure and safe workplace in a secure custodial environment

Element	Performance Criteria
1. Monitor the internal workplace environment	<ul style="list-style-type: none"> • Movement of offenders, visitors and team members is observed, monitored and recorded according to <i>organisations procedures</i> • Changes in routine, behaviour, the environment and circumstances are identified, noted, checked and reported promptly to relevant team members • The safety and welfare of all individuals is routinely assessed according to possible hazards and <i>organisation's policies</i>. • Effective working of equipment is routinely checked, monitored, reported and replaced where required • Communication and information exchange systems are routinely used appropriately, checked for effectiveness and maintained for the purpose intended. • Information necessary for effective surveillance is gathered and reported discretely and objectively
2. Monitor the external workplace environment	<ul style="list-style-type: none"> • The transfer of offenders is conducted according to <i>organisation's procedures and policy</i> and the requirements of the assignment • Relevant information, documentation and authorisation are confirmed, prepared, completed and verified • Security and safety precautions and contingency responses are identified and implemented according to <i>organisation's procedures and assessment of hazards, risks and changes to circumstances and conditions</i> • Safety and welfare of offender, team members and the public is taken into consideration at all times and in all actions.

3. Respond to emergencies
- Alarm signals are interpreted correctly and responding action is consistent with *agreed procedures* and degree of urgency
 - Response is consistent with the status of the emergency, the safety and welfare of individuals and *agreed procedures*
 - Codes and call systems are used accurately and effectively in communication
 - Potential escalation of the emergency is assessed and appropriate action is taken to minimise further risks.
 - Emergency orders, records and registers are completed accurately and comprehensively.
 - Debriefing and post-emergency analysis is undertaken according to *organisation guidelines* and team practice.

A. Range of Variables

This unit applies to correctional services staff working with offenders in prisons, in secure custodial centres and in community facilities under custodial supervision. Variables will determine different applications of the standards depending on the nature and complexity of security requirements, security ratings and defined work role and responsibilities. The language used in this unit implies an institutional setting. Adaptation of the language will be necessary to reflect the practices of non-institutional settings and work sites.

Communication and information exchange may include:

- radios
- alarms
- video recorders
- close circuit TV
- rolls/registers
- telephone, intercom and PA
- records
- case notes
- team meetings
- case meetings
- notice boards

Team members will include:

- custodial officers
- correctional services staff
- supervisors

- management
- specialist advisers/services
- colleagues and allied workers inside and outside the work site
- emergency services
- tactical response teams

Organisation's policies and procedures will include:

- Emergency procedures
- Occupational health and safety policy covering safety and security
- Case management protocols and requirements
- use and maintenance of security equipment
- Code of Conduct
- Duty of Care
- Grievance and complaints
- Security procedures
- Delegations, reporting, accountability, responsibilities
- statutory obligations related to safety and security
- Critical incident management

Security surveillance will include:

- investigation of breaches of security regulations
- interviews
- control of visits/visitors
- escorts
- transfer to other centres/services/agencies
- reports
- preservation of evidence
- log books
- inspection of mail
- key control
- risk assessment
- safety awareness
- security equipment
- musters/roll calls
- transport/vehicles

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit contains requirements specific to the enterprise and the role and responsibility of workers and should be assessed in an enterprise determined learning process with application in the workplace where possible or where necessary, in structured simulation.

C. Evidence Guide.

Evidence will be provided of performance across the range of variables relevant to individual enterprises or work sites. Customisation will occur through the introduction of specific enterprise contextualisation through selections from the range of variables and the knowledge required.

Evidence must include observation in the workplace as well as performance in simulated environment.

Key Outcomes

- evidence of knowledge and application of organisation policies and procedures
- evidence of performance in all security equipment and strategies required in the work site and consistent with the work role, responsibilities and delegation
- evidence of applying procedures in a range of incidents and emergencies
- competency in first aid procedures
- accuracy in recording and reporting

Knowledge required will be customised for the enterprise and includes:

- organisation's policies and procedures appropriate to worker role, responsibility and delegation
- organisation's records and information systems
- organisation's procedures and guidelines for the use of security, surveillance and information equipment
- Occupational health and safety policy relevant to security
- organisational reporting structures and delegations
- theories of human behaviour related to stress, aggression, violence, threat.
- observation techniques
- duty of care

Key Competencies

This unit relates to all Key Competencies at Level 3.

Interdependent assessment of units

This unit may be assessed in conjunction with:

CSC010A. Develop and maintain effective workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC090A. Contribute to the health, safety and welfare of individuals

CSC110A. Maintain safety and security

CSC130A. Contain incidents which jeopardise safety and security

Assessment of competency in this unit might be more validly determined after competency has been established in:

CSC040A. Communicate effectively

CSC050A. Manage direct contact to gather and provide information

CSC060A. Prepare and present reports

CSC080A. Contribute to supervision, surveillance and monitoring

CSC150A. Use and organise the maintenance of workplace equipment

This unit describes the competencies required to maintain safety and security through effective response to potential or actual breaches of security and orders

Element	Performance Criteria
1. Respond to incidents	<ul style="list-style-type: none"> • All incidents or potential incidents are responded to confidently, effectively, appropriately and <i>in accordance with agreed procedures</i>. • Possible causes of incidents are identified and assessed for relevance to the security and safety of the offender and environment • Potential responses are identified and communicated to the appropriate team members for action and support • Where necessary, assistance is requested clearly and promptly • Security equipment and technology is used according to prescribed instructions and procedures
2. Contain incidents	<ul style="list-style-type: none"> • Incidents are assessed for degree of risk and appropriate action is taken to reduce and remove the impact of the incident and restore order • Response and action taken is designed to minimise risk and to preserve the safety and security of all involved • Action taken to prevent the escalation of the incident is appropriate to the circumstances and agreed procedures. • Responses and emergency action give priority to the protection of individuals from severe harm. • Use of force for the restoration of control and the maintenance of security is carried out in the least restrictive manner. • Reports are completed accurately and clearly and are provided to the appropriate authority promptly.

3. Use communication strategies to contain incidents
- Potential causes of conflict and harmful behaviour are anticipated and appropriate responses to prevent escalation are selected and implemented
 - Calm, confident and assertive communication strategies are used to maintain personal interaction and exchange information
 - Information provided is designed to promote positive decision making based on the relationship between actions and consequences
 - Communication strategies maintain a balance between offender support and control of the situation
 - Information is provided to all relevant individuals in a clear, accurate and comprehensive manner.

A. Range of Variables

This unit applies to correctional services staff working in prisons and in work sites or in the community where offenders are under statutory supervision.

Procedures and guidelines covering incidents and security may be found in the following organisation policies:

- Occupational health and safety
- Responding to emergencies
- Security procedures
- Accountability and reporting
- Department regulations, protocol and procedures
- Code of Conduct
- legislation/statutory obligations related to the response to risk/threats/breaches of order

Responses to minimise risks may include:

- separation/isolation/searches
- defusing strategies
- counselling
- specialists/experts
- intervention or mediation
- special watch
- cultural support specialists
- referrals

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit contains knowledge which may be assessed in a structured learning process and performance which should be assessed in the workplace or in a suitable simulation which draws upon the context or range of variables appropriate to the workplace and the defined work role and responsibilities. Because of the unpredictable factors included in this unit, assessment in the workplace may depend on indirect or supplementary evidence, particularly the use of simulations.

C. Evidence Guide.

Evidence must include records of performance in the workplace and performance in a simulated environment

Key Outcomes

- evidence of knowledge and application of organisation policies and procedures for responding to critical incidents
- evidence of knowledge and relevance of statutory obligations and duty of care
- evidence of using communication skills and techniques under pressure
- evidence of organisation's delegations, accountability and reporting processes related to critical incidents

Knowledge required will be enterprise specific:

- organisation's policies, guidelines and procedures related to control and surveillance, safety and preventing and responding to incidents and breaches of orders
- organisation's delegation, management and accountability systems
- teamwork principles and strategies
- first aid techniques
- principles of effective communication
- negotiation strategies
- specific statutory requirements
- organisation's reporting procedures and practice
- guidelines for use of equipment and technology
- requirements for duty of care
- Code of Conduct

Key Competencies

This unit relates to all Key Competencies at Level 3.

Interdependent assessment of units

This unit may be assessed in conjunction with

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC090A. Contribute to the health, safety and welfare of individuals

CSC010A. Support offender to maintain positive relationships

CSC012A. Maintain security system

CSC140A. Conduct searches

where performance can be demonstrated comprehensively through the activities covered by these units

Competency in this unit might be more validly assessed after competency has been demonstrated in:

CSC040A. Communicate effectively

CSC050A. Manage direct contact to gather and provide information

CSC060A. Prepare and present reports

CSC080A. Contribute to supervision, surveillance and monitoring

CSC110A. Maintain safety and security

CSC150A. Use and organise the maintenance of workplace equipment

This unit is concerned with the need to conduct searches of property and people to detect or prevent breaches of security, orders and safety

Element	Performance Criteria
1. Search environment and property	<ul style="list-style-type: none"> • The purpose, timing and area to be searched are clearly defined according to information and specified objectives • The location of individuals is established and maintained according to <i>agreed procedures</i> and safety and security considerations • Correct search equipment is identified, obtained and used <i>in accordance with agreed procedures</i> and the circumstances of the search • The presence of unauthorised items is identified, and these are secured <i>according to agreed procedures</i> • Authorised items removed for further examination are returned promptly and in condition found • Recording and preparation of reports are completed promptly, accurately and <i>in the required format</i>.
2. Search people	<ul style="list-style-type: none"> • Information is sought through observation and questioning to closely monitor indications of unauthorised concealment • Relevant people are informed clearly and accurately of the purpose and procedures to be used in the search • Search techniques and physical contact is undertaken <i>according to procedures and agreed practice</i>. • Communication manner and interactions are designed to retain a calm, confident and humane environment balancing respect for the rights and dignity with safety and protection of people involved • Unauthorised items are dealt with <i>according to</i>

procedures and concern for the safety and welfare of all involved.

- Information is provided to all relevant individuals in a clear, accurate and comprehensive manner.

Range of Variables

This unit applies to correctional services staff working in prisons and on work sites or in accommodation or activities where offenders are under statutory supervision requiring the prohibition of specific substances and objects.

Property will include:

- accommodation
- personal possessions
- grounds
- equipment
- inside and outside the centre

Search of people will include

- offenders
- visitors
- public
- colleagues
- support staff

Types of searches may include:

- pat search
- strip search
- routine or special search of property
- electronic screening

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be assessed?

This unit should be assessed in a simulation and in application in the workplace according to the procedures, requirement and context of the enterprise and work site. Customisation will be required to accommodate the different work site and defined work role contexts in which this unit will be applied.

C. Evidence Guide.

Competency in the unit will be demonstrated through performance in the range of variables required by the work site and the defined work role and responsibilities. Evidence must include observation in the workplace and performance in a simulated environment.

Key Outcomes

- evidence of knowledge and application of organisation policy and procedures related to searches
- evidence of knowledge of statutory requirements and duty of care
- evidence of communication skills and techniques demonstrated under pressure
- evidence of knowledge
- identification of all prohibited objects/substances and all possible concealment

Knowledge is based on enterprise specific requirements:

- organisation's policies and procedures related to conducting searches, safety and security
- occupational health and safety policies relevant to hazards associated with searches
- communication techniques including interviewing, conflict management and negotiation
- organisation's requirements for reporting of information and observations
- protocol and delegations for use of specialist personnel and equipment
- regulation governing conducting searches in the range of variables complying with procedures.
- Code of Conduct
- duty of care

Key Competencies

This unit relates to all Key Competencies at Level 3.

Interdependent assessment of units

Where relevant to the activity performed and where this allows a comprehensive and integrated approach to assessing the competencies covered in these units, this unit may be assessed with

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC070A. Manage offender induction and discharge

CSC090A. Contribute to the health, safety and welfare of individuals

CSC110A. Maintain safety and security

CSC120A. Maintain security system

CSC130A. Contain incidents which jeopardise safety and security

Competency in this unit might be more validly determined after competency has been established in:

CSC040A. Communicate effectively

CSC050A. Manage direct contact to gather and provide information

CSC060A. Prepare and present reports

CSC080A. Contribute to surveillance, supervision and monitoring

CSC150A. Use and organise the maintenance of workplace equipment

This unit describes the competencies required for the safe and effective use of the various types of equipment and technology in the workplace

Element	Performance Criteria
1. Operate equipment	<ul style="list-style-type: none"> • <i>Equipment</i> is selected for its appropriateness to the task • Availability of equipment is confirmed and authority to use is confirmed through permission or delegation • Equipment is operated according to manufacturer's instructions and conditions and <i>organisation policies and practice</i> • Training required to operate equipment is identified and undertaken at the level and time determined
2. Maintain equipment	<ul style="list-style-type: none"> • Equipment faults are identified promptly and accurately • Routine service maintenance is undertaken according to manufacturer's and supplier's instructions • Maintenance needs outside area of responsibility are reported according to designated procedures • Follow up action required is identified and initiated • Downtime is minimised by regular maintenance checks and by prompt action to correct faults • Security and safety implications of equipment faults are identified, reported and addressed • Repairs are only undertaken within <i>authorised procedures</i>
3. Monitor equipment use and needs	<ul style="list-style-type: none"> • Equipment records are accurately maintained • Information on present and future equipment needs is gathered and provided to management • Advice is provided on the most economical and effective choice of equipment and suppliers

A. Range of Variables

This unit will require significant contextualisation to cover the specific requirements of the wide range of equipment used in the industry.

Equipment used will depend on enterprise requirements and defined work role and may include, but not exclusively:

- office equipment
- communications equipment
- security equipment
- vehicles
- equipment for the use of offenders
- grounds maintenance equipment
- workshop equipment
- machinery
- domestic appliances
- machinery

Suppliers may be:

- internal government
- private commercial

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace with the range of equipment relevant to the requirements of the workplace and the work role. There is no limit to the range of equipment required subject to negotiation of what is routinely expected for the role and responsibilities of the worker. This will vary from Levels 3 to 5 in extent of coverage of the range of variables or detail of knowledge in specialised areas of the range of variables, for example, office equipment, security equipment, transport, catering, maintenance.

C. Evidence Guide

This is a generic unit which will require customisation from the range of variables to reflect the requirements of the workplace and the defined role and responsibilities of the worker.

Evidence must include observations in the workplace and performance in a simulated environment

Key Outcomes

- evidence of knowledge and applications of organisation's policies and procedures on use and accountability of equipment
- evidence of using and maintaining equipment according to manufacturer's specifications and manuals
- evidence of maintenance and upgrading of skills in the use of equipment

Knowledge will be enterprise specific and may include, depending on defined work role and responsibilities:

- organisation's policies and practice concerning the use of specific equipment used routinely in the workplace including limits of delegations
- organisation and departmental reporting procedures
- information management, data storage and protocol
- operation according to manufacturer's instructions of specific equipment
- maintenance according to manufacturer's guidelines and consistent with skills and responsibilities
- assets/equipment recording and ordering
- occupational health and safety policy relevant to use and maintenance of equipment
- internal and external support for equipment use and maintenance
- interpersonal liaison and negotiation within a team

Key Competencies (Level 3):

Using technology

solving problems

planning and organising activities

Interdependent assessment of units

This unit may be assessed in conjunction with all other units which include the use of workplace equipment

This unit is concerned with the competencies required to use a range of complex communication and interpersonal techniques within a work team and setting.

Element	Performance Criteria
1. Communicate effectively in the workgroup	<ul style="list-style-type: none"> • Issues are assessed and interpreted to provide relevant advice to group members • Issues, problems and conflicts are negotiated, mediated and resolved within the group • Meetings, briefings and group working sessions are conducted to increase the level of participation in the group processes • Communication messages to group members are clear and informative to ensure interpretation is valid • Communication style and manner reflects <i>professional standards and awareness of appropriate cultural practices</i>
2. Communicate in writing	<ul style="list-style-type: none"> • All written communication is drafted, edited, revised and corrected to ensure compliance <i>with organisational guidelines</i> and defined time frames prior to submission or presentation • Computer technology is applied to produce high quality written material • Written material takes account of <i>cultural differences and requirements</i> • External correspondence conforms to the <i>organisation's quality standards</i>

A. Range of Variables

Oral, written and non-verbal communication is that required by the organisation and can occur with:

- representatives of client groups or organisations
- members of the public
- managers in own and other agencies
- peers in own and other agencies
- staff/colleagues

- private organisations and consultants
- other institutions, public sector and community agencies
- colleagues in different locations

Communication can take the form of:

- answering and conveying descriptions, explanations and instructions
- consulting and advising
- formal and informal presentations to specified audiences
- structured interviewing for selection or counselling purposes
- negotiation
- chairing and participating in meetings
- minuting meetings
- routine as well as complex reports
- briefing notes, departmental reports
- proposals, project plans, proformas
- general internal and external correspondence
- using and attending to techniques of listening, gesturing, voice inflections, sounds, eye contact, posture and facial expressions and use of space and time

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

Competency in this unit should be assessed in their application in the workplace or in situations which use workplace issues and material and should focus on the communication techniques required and applied within the organisation's boundaries

C. Evidence Guide

Key Outcomes

- evidence of communication with individuals and with groups
- evidence of cross cultural communication
- evidence of literacy levels required by documentation standards of the organisation
- evidence of accuracy and objectivity in written material

Knowledge required:

- Organisation's reporting, recording and information systems
- Management and organisational structures and protocol relevant to worker's work unit, role and responsibility
- Application of communication techniques applied to the range of variables
- Communicating in cultural diversity

Key Competencies (Level 3):

Communication

Interdependent assessment of units

Most units contain criteria related to the competencies required by this unit. Assessment of this unit should be undertaken in conjunction with all elements and performance criteria related to communication competencies.

This unit is concerned with the competencies required to achieve results through determining planning and cooperating within work units

Element	Performance Criteria
1. Participate in planning activities of the <i>work unit</i>	<ul style="list-style-type: none"> Contributions to work plans reflect consideration of <i>corporate goals and their relationship to workgroup and individual goals</i> Contributions to work unit plan reflect consideration of relevant issues including staffing procedures, resource allocations and requirements, and identified time frames Planning activities are completed within the defined time frame and meet the <i>organisational standards</i> Individual work plans promote the achievement of <i>work unit objectives</i> Plans reflect <i>personal and organisational accountability</i> to all clients Feedback is sought and acted on in relation to effectiveness of planning activities
2. Set objectives	<ul style="list-style-type: none"> Objectives are consistent with and linked to <i>organisational aims</i> Objectives are stated as measurable targets with clear timeframes

A. Range of Variables

This is a generic administration unit taken from the Public Administration Standards and designed to be significantly contextualised for a very wide range of applications of the concept of “work unit” in the different sectors of the industry.

Information is defined by the work of the organisation and individual work role and may include:

- relevant legislation affecting organisational administration
- agency, corporate and strategic plans and activities
- relevant industrial awards
- financial accountability and controls
- financial, personnel and management guidelines
- technology and data associated with work

Plans can include:

- daily work plans

- project plans
- program plans
- organisations strategic plans and restructuring/change plans
- specific purpose plans including Equal Employment Opportunity, Occupational Health and Safety, industrial participation
- resource plans
- case management
- skills development plan

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit can be assessed off the job, for example, in a structured learning process through the use of suitable simulations or project work using workplace issues and material or it can be assessed directly in the workplace using a range of variables relevant to the enterprise requirements and the defined work role and responsibilities.

C. Evidence Guide.

Key Outcomes

evidence of knowledge and performance within organisations policies, procedures, guidelines and management structure

evidence of knowledge and application of strategic planning and evaluation

evidence of a range of consultation strategies

evidence of application of a range of team work strategies

Knowledge required:

- a range of planning theories and strategies
- organisation's policies, strategic plans, guidelines related to the role of the work unit.
- team work strategies

Interdependent assessment of units

This unit is a generic management unit and may be assessed in conjunction with those units which relate to the specialised functions of a work unit in particular:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC160A. Implement planned approach to offender management

CSC170A. Implement occupational health and safety policies

CSC190A. Provide emergency response to dangerous incidents

CSC220A. Provide support to offenders in Aboriginal/Torres Strait communities

CSC230A. Establish and maintain networks

CSC240A. Supervise community work program

CSC250A. Coordinate programs for offenders

Competency in this units might be more validly determined after competency has been established in:

CSC080A. Contribute to supervision, surveillance and monitoring

PSX0127/20A. Implement effective communication techniques

This unit is concerned with the development and implementation of individual management plans for offenders to enable positive and constructive progress towards behaviour change and reintegration into the wider community

Element	Performance Criteria
1. Assess offender's potential and needs related to offending behaviour	<ul style="list-style-type: none"> • Offender's skills, experience, and potential contribution is identified and positive opportunities are explored for the development and use of skills. • The offender is encouraged to take responsibility for establishing personal goals and determining strategies for achieving them • Offender's preferences and decisions are respected and responded to positively where suitable and appropriate • Possible areas for development are identified and prioritised for action demonstrating personal goal setting techniques • Special needs are identified and information is sought and appropriate referrals are made to available services • Offender information and decisions are recorded accurately and released <i>according to required procedures</i> • Issues arising from involuntary participation and resistance are identified and the consequences are negotiated with the offender
2. Develop plan to achieve offender goals	<ul style="list-style-type: none"> • The services available to the offender are clearly explained and assessed against offender's needs and goals • Offender's expectations are explored and clarified and potential obstacles are identified and addressed to encourage realistic goals and to minimise disappointment and frustration

- Guidelines, conditions and requirements are explained, negotiated and compliance sought
 - The need for specialised assistance or referral is identified and negotiated with the offender and with service providers
 - Self-management and active involvement in decision making for offenders is encouraged and facilitated and appropriate support is provided
3. Implement offender management plans
- Resources required by the plan are identified, assessed for suitability, negotiated and allocated
 - Referrals are negotiated with other services and are conducted according to agreed criteria and protocol
 - Offenders are assisted in individual negotiations with other services where required to achieve agreed outcomes
 - Guidance and support is given when addressing obstacles to achieving goals
 - The possible consequences of behaviour and decisions are explored with offender and encouragement is given for responsibility in decision making
 - All aspects of the implementation of the plan are routinely reviewed and documented and information is provided to all services involved in implementing the plan according to *organisations procedures*
 - Specialist advice is sought when required and incorporated in the strategies to achieve goals.
4. Monitor and review offender progress
- Goals and objectives are reviewed against achievements and measures of progress and adjustments are made where required
 - Achievements are acknowledged and positive encouragement is provided together with constructive honest feedback
 - Additional resources needed for further progress are identified and allocated according to availability and

procedures

- Personal evaluation and reflection is encouraged and strategies are encouraged and supported
- Boundaries of confidentiality are established and explained to the offender
- All information obtained is confirmed with the offender and recorded accurately, comprehensively and completely.

A. Range of Variables

Special needs of offender may include:

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

Services may be:

- specialist services of the organisation
- specialised services of other agencies
- professional
- individuals or groups
- informal or formal

Planning will include:

- sentence plans
- case management plans
- personal goal setting and review

Specialised assistance may include:

- medical staff
- case management team
- social worker
- work placement supervisor
- education officer
- counsellors
- cultural liaison
- legal services

- employment - training and placement
- accommodation
- interpreters including signing

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed directly in application in the workplace or in a suitable simulation using work related material relevant to the enterprise requirements and the defined work role

C. Evidence Guide

Performance should be demonstrated in all requirements from the range of variables applied routinely in the workplace and within the defined work role.

Key Outcomes

- evidence of applying a range of assessment strategies
- evidence of personal and service planning
- evidence of coordination skills
- evidence of knowledge and application of a range of personal and service evaluation strategies
- evidence of knowledge and application of organisations policies and guidelines for case management

Knowledge required will be determined by the requirements of the enterprise and will include:

- organisation policies, procedures including case management, information management, confidentiality and code of conduct
- principles of duty of care
- statutory obligations
- support services/agencies and their criteria/guidelines
- principles and implementation of case management
- record keeping/case note taking/report writing
- specific human behaviour/development related to offending behaviour and behaviour change
- planning and evaluation
- negotiation techniques
- interactive communication including counselling strategies

Interdependent assessment of units

This unit may be assessed in conjunction with

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC180A. Promote cooperative behaviour

CSC220A. Provide support to offenders in Aboriginal/Torres Strait communities

CSC230A. Establish and maintain networks

to recognise the interrelationship of competencies across a range of different work functions and activities.

Competency in this units might be more validly determined after competency has been established in:

CSC080A. Contribute to supervision, surveillance and monitoring

CSC110A. Maintain safety and security

PSX0127/20. Implement effective communication techniques

This unit is concerned with implementing and monitoring the organisation's occupational health and safety policies, procedures and programs in the relevant work area to achieve and maintain occupational health and safety standards

Element	Performance Criteria
<p>1. Provide information to the work group about occupational health and safety</p>	<ul style="list-style-type: none"> • Relevant provisions of <i>occupational health and safety legislation and codes of practice</i> are accurately and clearly explained to the work group • Information on the <i>organisation's occupational health and safety policies, procedures and programs</i> is provided in a readily accessible manner and is accurately and clearly explained to the work group • Information about identified hazards and the outcomes of risk assessment and risk control procedures is regularly provided and is accurately and clearly explained to the work group
<p>2. Implement and monitor participative arrangements for the management of occupational health and safety</p>	<ul style="list-style-type: none"> • <i>Organisational procedures</i> for consultation over occupational health and safety issues are implemented and monitored to ensure that all members of the work group have the opportunity to contribute • Issues raised through consultation are dealt with and resolved promptly or referred to the appropriate personnel for resolution in accordance with <i>workplace procedures</i> for issue resolution • The outcomes of consultation over occupational health and safety issues are made known to the work group promptly
<p>3. Implement and monitor the organisation's procedures for providing occupational health and safety training</p>	<ul style="list-style-type: none"> • Occupational health and safety training needs are identified accurately, specifying gaps between occupational health and safety competencies required and those held by work group members • Arrangements are made for fulfilling identified occupational health and safety training needs in both on and off-the-job training programs in consultation with relevant parties

4. Implement and monitor the *organisation's procedures* for maintaining occupational health and safety records
- Occupational health and safety records for work area are accurately and legibly completed in accordance with workplace requirements for occupational health and safety records and legal requirements for the maintenance of records of occupational injury and disease
 - Aggregate information from the area's occupational health and safety records is used to identify hazards and monitor risk control procedures within work area according to organisational procedures and within scope of responsibilities and competencies

A. Range of Variables

Relevant occupational health and safety legislation will depend on State and Territory legislation and requirements and will include:

- general duty of care
- requirements for the maintenance and confidentiality of records of occupational injury and disease
- provision of information and training
- regulations and codes of practice relating to hazards present in work area
- health and safety representatives and occupational health and safety committees
- issue resolution
- training in occupational health and safety policy, procedures and reporting

Hazardous events are included in the range of variables for this level in CSC190 Provide Emergency Response to Dangerous Incidents

Workplace procedures will include:

- inspection
- housekeeping
- consultation processes, either general or specific to occupational health and safety
- training and assessment
- specific hazard policies and procedures
- occupational health and safety record keeping
- maintenance of plant and equipment
- purchasing of supplies and equipment
- counselling/disciplinary processes

Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

Competence is demonstrated in the context of an established organisational occupational health and safety system with related policies, procedures and programs.

Evidence of working knowledge, consistent with the elements of competence, of all applicable occupational health and safety legislation and codes of practice is required

C. Evidence Guide

Key Outcomes

Evidence of understanding of the hierarchy of control (the preferred order of risk control measures from most to least preferred, that is, elimination, engineering controls, administrative controls and, lastly, personal protective equipment) is required.

Competence may be demonstrated working individually, or under the guidance of, or as a member of a team with, specialist occupational health and safety staff or managers.

Evidence of understanding of the significance of equal employment opportunity principles and practices for occupational health and safety is required.

Evidence of understanding of the significance of other management systems and procedures for occupational health and safety is required.

Evidence of knowledge of literacy levels and communication skills of work group members and consequent suitable communication techniques is required.

Interdependent assessment of units

Evidence of competency in this unit may be gathered holistically across a range of functions and activities including those covered in the following units:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC120A. Maintain security system

PSX0127/24. Develop and implement work unit plans

CSC190A. Provide emergency response to dangerous incidents

CSC200A. Conduct an inquiry

CSC330A. Conduct training

Competency in this unit might be more validly determined after competency has been established in:

CSC080A. Contribute to supervision, surveillance and monitoring

CSC110A. Maintain safety and security

PSX0127/20. Implement effective communication techniques

This unit is concerned with the competencies required to monitor the behaviour of offenders and to provide responses to unacceptable behaviour and support responsibility for behaviour management and change

Element	Performance Criteria
1. Monitor behaviour	<ul style="list-style-type: none"> • Formal and informal methods are used to observe, monitor and gather information about individual and group behaviour • Behaviour is assessed for potential conflict and a range of preventative and defusing strategies are employed • Offender behaviour and interactions are investigated in a confident, fair, humane and consistent manner. • Information received from others which might indicate abuse is checked for accuracy and assessed for response • Decisions on action are consistent with all available evidence and organisation practice/procedures • Specialist advice is sought and referral made where required
2. Use communication strategies to prevent conflict	<ul style="list-style-type: none"> • Interactions with offenders are conducted in a fair, just, humane and positive manner • Communication with individuals applies strategies for effective interaction and problem solving • Communication strategies are selected and used to produce a calm and cooperative interaction and response
3. Manage conflict through negotiation and mediation	<ul style="list-style-type: none"> • Potential causes of conflict are identified and appropriate and effective defusing responses are selected from a range of strategies • Negotiation skills are employed to divert and minimise aggressive behaviour • Negotiation is employed to develop appropriate

responsibility and accountability for behaviour and its outcomes

4. Promote acceptable behaviours

- Unacceptable behaviour is identified and options and opportunities to change are provided clearly and with positive encouragement
- Implications of continuing unacceptable behaviour are conveyed clearly, calmly and objectively
- Application of restraint is undertaken according to *organisation's procedures* and is discontinued as soon as procedures allow.
- Reports of incidents arising from aggressive behaviour are provided accurately, clearly and according to procedures
- Observations on the appropriateness and effectiveness of the restraining strategy are provided clearly and accurately in review and debriefing.
- Strategies and responses are selected for their potential to provide role models and examples of confident assertive behaviour
- Intervention strategies are carried out according to *organisation policies and procedures*.

A. Range of Variables

The application of this unit will depend on the work roles and responsibilities defined by contracts of employment and areas of responsibility and the nature and requirements of the work environment.

This unit will apply to a wide range of relationships within the work role and covers interaction with:

- offenders
- clients
- colleagues
- members of the public

Communication strategies will include:

- use of positive assertive language
- non verbal gestures
- questioning/listening
- tone of voice
- cultural sensitivity

Individual and group behaviour will include:

- changing behaviour patterns
- personal friction
- expressions of concern
- complaints
- provocative/threatening behaviour
- intent to harm self
- intent to harm others
- forceful refusal to cooperate
- abusive language
- apathy, loss of interest, withdrawal
- rejection of family, friends, support networks
- threatened suicide
- irrational behaviour
- hyperactivity/depression
- discriminative behaviour

Referrals/support may include:

- social/welfare worker
- medical
- drug and alcohol services
- behaviour management programs
- counsellors
- supervisor
- religious/spiritual advisers
- program coordinator
- case manager
- Aboriginal, Torres Strait Islander Liaison
- welfare organisations
- legal
- family
- community support networks

Reports will include:

- incident reports
- case notes
- special reports
- inquiries
- reports required by courts

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be assessed?

This unit can be assessed both off the job such as in a structured learning process using simulations which suitably duplicate the work environment and the defined work role and directly in application in the workplace.

C. Evidence Guide

Assessment in the workplace will take account of the unpredictable and variable nature of the circumstances applying in this unit and indirect and supplementary records in individual log books or reflection may be more appropriate than observation. Evidence must include observation in the workplace and performance in a simulated environment.

Key Outcomes

- evidence of knowledge and applications of organisations policies and procedures related to conflict and critical incidents
- evidence of identification of cause of aggression/violence
- evidence of a range of conflict management strategies
- evidence of applying communication and negotiation skills under pressure

Knowledge:

- organisation's policies, guidelines and procedures relating to responses to behaviour, safety and security, delegations, duty of care.
- principles of effective communication for conflict management
- counselling and negotiation strategies
- specific statutory requirements related to treatment of offenders
- reporting procedures and practice, internal and external
- use of relevant equipment and technology
- support services and specialists
- theories of human behaviour relating to violence, aggression and suicide
- principle cultural practices and customs of the correctional population

Interdependent assessment of units

Competency in this units may be assessed in conjunction with units covering related work functions such as:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC160A Implement a planned approach to offender management

CSC190A Provide emergency response to dangerous incidents

Competency in this unit might be more validly determined after competency has been established in:

PSX0127/20. Implement effective communication techniques

CSC110A. Maintain safety and security

CSC130A. Contain incidents which jeopardise safety and security

CSC170A. Implement occupational health and safety policies

This unit is concerned with the specialist skills required to implement a planned strategic response to present or potential acute and critical incidents using strategic teamwork with a range of emergency services and complex equipment.

Element	Performance Criteria
1. Develop a strategic response to critical incidents	<ul style="list-style-type: none"> • The nature, extent and degree of threat from the incident is assessed and reported <i>according to emergency procedures</i> • Key people and relevant support agencies are identified, notified and communication channels are maintained to allow required exchange of information • Resources and vulnerability of the situation are analysed and reported to key people • Immediate action required is identified and taken <i>according to emergency procedures</i>
2. Apply appropriate strategies	<ul style="list-style-type: none"> • <i>Safety and security procedures</i> are complied with in all actions • Protective equipment is selected according to the requirements of the situation and used <i>according to standard operating procedures</i> • The welfare of people is guarded and protected as the first priority in any action • Safe access and exit are maintained according to <i>emergency procedures</i> and situational analysis • Controls are assessed, selected and applied to achieve objectives with minimum damage to people and the environment • Immediate response is provided to threat or danger to colleagues while preserving personal safety <i>according to agreed procedures</i> • Inability to respond or obstacles to response are identified and reported

- 3. Monitor the environment and the incident
 - Factors which may create or increase risk of injury or damage are constantly assessed and reported to relevant people
 - Protection of evidence is maintained according to procedures
 - Hazard controls are monitored to ensure continued effectiveness and accuracy of information
 - Own and colleagues' maintenance of health and morale is monitored, promoted and protected
 - Changes in behaviour and conditions are identified and reported immediately

- 4. Evaluate and review the effectiveness of the response
 - Experiences and observations of the incident are reviewed, analysed and provided in reports
 - Constructive and honest observations are provided in team discussions and analysis
 - Formal organisational and personal debriefings are supported, attended and requirements are complied with
 - Active support needed by team members is identified and provided with least personal intrusion and according to team members preferences and agreed practice
 - Training needs are identified and opportunities to increase skills required for effective emergency response are explored, developed and undertaken.

A. Range of Variables

This unit applies to correctional services staff working with offenders in prisons and secure custodial centres. With changes based on different organisation's needs, it can apply to specialist emergency units and to workers in the community where this function is part of the work role.

Communication and information exchange will include:

- radios
- alarms
- video recorders
- close circuit TV
- telephone

- rolls/registers
- intercom and PA
- records
- case meetings/notes
- routine and emergency team meetings

Team members will include either all correctional services staff and allied workers on location or the members of a specialist unit.

Organisation's policies and procedures will include:

- Emergency procedures
- Occupational Health and Safety covering safety and security
- Case management protocols and requirements
- use and maintenance of equipment
- Code of Conduct
- Duty of Care
- Standard operating procedures
- Grievance and appeals procedures
- Security procedures
- Delegations, reporting, accountability, responsibilities
- Statutory obligations related to safety and security of offenders, environment and property and the public

Monitoring will include:

- formal and informal reports
- preservation of evidence
- log books
- risk assessment
- safety awareness
- security equipment
- musters/roll calls
- observation
- special surveillance
- electronic surveillance equipment

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

Assessment of this unit may be both off the job, for example, within a structured learning process using simulations relevant to the requirements of the enterprise and the work role and in applications in the workplace

C. Evidence Guide.

Because of the risks involved and the unpredictable nature of the material in this unit, evidence should be gathered through simulations or through indirect and supplementary evidence. Evidence must apply against a significant range of variables relevant to the defined work role and enterprise practice and requirements.

Evidence must include observation in the workplace and performance in a simulated environment.

Key Outcomes

- evidence of knowledge and application of organisation policies, operating procedures, guidelines and delegations related to critical incidents
- evidence of knowledge of statutory requirements and duty of care
- evidence of the accurate and safe use of all security equipment used in the workplace
- evidence of the accurate application of organisations recording and reporting requirements related to critical incidents

Knowledge required:

- organisations policies and procedures listed in the range of variables
- accurate maintenance of records and information systems
- safe and effective use of all security, surveillance and information equipment
- organisational structures and delegations
- principles of contingency planning and responses
- employee support services
- principles of situational analysis
- problem solving strategies
- effective communication/negotiation strategies

Interdependent assessment of units

Competency in this unit may be assessed through a holistic approach across a range of units which have related functions including:

CSC110A. Maintain safety and security

CSC150A. Use and organise the maintenance of workplace equipment

PSX0127/24. Develop and implement work unit plans

CSC160A. Implement planned approach to offender management

Competency in this unit might be more validly determined after competency has been established in:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC130A. Contain incidents which jeopardise safety and security

PSX0127/20. Implement effective communication techniques

CSC170A. Implement occupational health and safety policies

CSC180A. Promote cooperative behaviour

This unit is concerned with gathering and analysing information necessary to provide essential advice for a range of purposes including the effective management, support and development of an offender and for general management purposes.

Element	Performance Criteria
1. Gather relevant information	<ul style="list-style-type: none"> • Contact is established with relevant individuals and other sources of information promptly and in <i>accordance with policy and practice</i> • Effective interpersonal and communication strategies are employed to establish relationship of trust with relevant individuals • Negative responses are identified and strategies are adopted to respond constructively to them • Purpose, process and expectations are explained and checked for agreement • Personal details are gathered with a focus on behaviour, attitudes and significant problems • Effective questioning strategies are used to enable a comprehensive and relevant exchange of information • The individual is encouraged to identify and acknowledge problems and issues relevant to the inquiry
2. Analyse information	<ul style="list-style-type: none"> • Contradictions, inconsistencies and lack of clarity are identified and checking is undertaken from a range of different sources to correct information • Information is sorted, collated and priorities are allocated according to the purpose of the information <p>Conclusions, recommendations, outcomes are formulated consistently with the information available, justified by the evidence and presented in a style and format required by the purpose</p>
3. Maintain clear information exchange	<ul style="list-style-type: none"> • Information is gathered from a range of relevant and valid source material

- The accuracy and validity of information is checked, authorised and acknowledged
- Information from other source material is used ethically, accurately and in context
- Reports are completed accurately, on time and are reviewed and monitored routinely
- Expression and language is clear and concise and appropriate to the occasion and requirements
- Reports are prepared and distributed within agreed timeframes and *according to organisation procedures*
- Conclusions and recommendations are relevant, substantiated and communicated to all relevant people in the time and *format required*
- Service aims and objectives are promoted through quality and consistency of conduct, behaviour and presentation

A. Range of Variables

This unit may apply to an inquiry which is part of a formal and statutory process, an internal inquiry which is part of a supervision responsibility or an inquiry which is part of routine information collection and analysis for the purpose of offenders management.

Information related to offenders may include:

- background history
- family personal details
- developmental factors
- relationships, early, child, mature, peer
- education experience
- employment experience
- physical and mental health
- special needs
- significant events/trauma
- sexuality practices, and experience
- community, personal and financial circumstances and resources
- use of alcohol and other drugs
- factors relevant to offending behaviour

Information related to offenders may include: *cont'd*

- relevant attitudes/motivation
- leisure interests and hobbies

Information can be validated using a range of sources including:

- personal or written inquiries
- internal and external records and documents
- informal and formal contact with other internal and external services
- significant people such as police, family, employers, educationalists, psychologists, psychiatrists, medical professionals, institution personnel

Documentation may include:

- Court papers
- formal reports to courts
- internal reports
- Criminal record
- Medical/psychological report
- Previous files
- Institutional records and files
- reports from other agencies/services
- case notes
- offender record sheets

Others may include:

- Family members, friends and associates
- employer
- service officials, professional, other agencies
- police
- significant interested personnel

Assessments may include:

- Reports provided under the Court Advice Program
- written and oral
- immigration reports
- new supervision orders
- case management
- breaches/revocations
- pre-sentence reports/pre-release reports
- interstate transfers
- referrals
- social histories

Options may include:

- prison
- recognisance
- community service orders
- periodic detention
- home detention
- probation or parole no involvement of probations and parole
- for or against or deferment of parole
- change of classification
- strategies to deal with problems such as psychological, psychiatric, social, welfare, employment, financial, dependencies, relationships, sexual, health, behaviour, attitude
- opportunities for development and growth

Reports may be required for:

- internal record keeping
- case reports to other agencies/services
- inquiries
- case management
- classification review
- reception and discharge
- formal hearings including Children’s Court, Supreme Court, Tribunals, Local Court, Offender Review Board, Appeals, District Court.

Reports will be determined by the requirements and operating procedures of the organisation and may include not exclusively

- Pre sentence reports
- Pre release reports
- Probation reports
- Fine Defaulters reports
- Breaches of orders
- Parole Board Hearings
- Specialist Reports

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit will require extensive knowledge based assessment relevant to range of variables applying to the enterprise and the defined work role. This may be done off the job, for example, through a structured learning process and through assessment of performance in the workplace against the range of variables relevant to the routine requirements of the work place and the specified requirements of the defined work role.

C. Evidence Guide

The evidence will be largely document based and will be able to make use of self/team assessment and individual evidence portfolios or log books.

Evidence must include observation and information generated in the workplace as well as performance in a simulated exercise.

Key Outcomes

- evidence of knowledge and application of organisations policies, procedures, guidelines and accountability in relation to inquiries, reporting in the justice system
- evidence of compliance with statutory requirements and delegations
- evidence of level of literacy and language use required by organisations information and reporting procedures
- evidence of research and analysis skills

Evidence will be required of knowledge of:

- the impact of cultural and social beliefs and practice on own and others values and behaviour
- organisational policy and practice regarding interviewing, investigation, recording and case management
- statutory obligation relevant to investigation including laws of evidence

- familiarity with a range of formal hearings, their function, statutory requirements, procedures and resources and potential outcomes
- comprehensive range of sources of information relevant to a range of reports
- roles and functions of the options of sentencing and court orders in the Criminal Justice System
- relevant behavioural and social theory
- theories of individual development and behaviour
- social welfare systems and services
- report writing principles
- organisational manuals, code of conduct

Evidence will be required of skills in:

- interpersonal and communication strategies
- using interpreters
- working with people with diverse cultural, gender, religious and social backgrounds and beliefs
- a range of different interviewing and research methods
- report writing and presentation
- public speaking

Interdependent assessment of units

Competency in this unit may be assessed holistically in conjunction with other units which contain competencies related to the ones covered in this unit such as:

CSC160A. Implement planned approach to offender management

CSC210A. Report to a formal inquiry

CSC170A. Implement occupational health and safety policies

CSC190A. Provide emergency response to dangerous incidents

CSC220A. Provide support to offenders in Aboriginal/Torres Strait communities

where all or part of these units form part of a comprehensive activity.

Competency in this unit might be more validly determined after competency has been established in:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/20. Implement effective communication techniques

CSC080A. Contribute to supervision, surveillance and monitoring

CSC110A. Maintain safety and security

This unit is concerned with the competency required to plan, organise and present information in a formally constituted forum

Element	Performance Criteria
1. Prepare information	<ul style="list-style-type: none"> • The purpose and the terms of the inquiry are determined and considered in the selection of information • A range of sources of information is used in compiling reports • All relevant evidence is collected and verified for currency and accuracy • People required as witnesses or to provide evidence are identified and notified of the inquiry and their need to attend • The conduct and the requirements of the inquiry are <i>determined according to established protocol and practice</i> and all material is prepared and checked
2. Present information	<ul style="list-style-type: none"> • The procedures and directions of the inquiry are followed precisely and accurately • Rules of evidence are identified and adhered to • Information provided is clear, specific, relevant and factual • Personal presentation, manner and language are consistent with the protocol of a formal inquiry • Correct forms of address are used
3. Review and report	<ul style="list-style-type: none"> • All information and evidence is analysed for relevance and validity • Reports contain all relevant information • Unnecessary or unclear information is edited from the report

- All information is factual, complete and objective
- All information is clear and unambiguous
- Sources of information are identified and verification is made available
- Recommendations are clear and unambiguous, consistent with the evidence and the constraints
- Language style and presentation are clear and concise and appropriate for a formal legal document

A. Range of Variables

This unit has been designed to allow significant contextualisation in recognition of the very wide range of requirements and structures of a formal inquiry in this industry, both for internal management purposes and for inquiries which have a statutory and legal basis.

Formal inquiries may be:

- inquiries conducted by the organisation or its agents for a formally constituted process of the justice system, internal discipline, classification, appeals, parole applications, probation
- inquiries conducted by the justice system through its courts

The degree of formality and the procedures required to be followed will be determined by the terms of reference, custom, the location, the presiding officer and the legislative/statutory requirements.

The extent of the information and evidence required will depend on the requirements, protocol and reporting systems practiced by different forms of inquiry.

Reports may include but not exclusively:

- Pre-sentence reports
- Pre release reports
- Probation reports
- Fine defaulters' reports
- Classification reviews
- incidents
- Breaches of orders
- Parole Board decisions and recommendations
- Appeals
- Discipline
- Specialist reports eg: health, attitude and behaviour, education and training, work placement
- Management reports.

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit will require extensive knowledge based assessment applying the range of variables relevant to the enterprise and the work role. This may be done off the job, for example through a structured learning process and through application in the workplace.

C. Evidence Guide

Evidence for this unit will be largely document based and should be able to make use of self/team assessment and individual evidence portfolios or log books.

Evidence must include observations and material generated in the workplace as well as performance in a simulated exercise.

Key Outcomes

- evidence of knowledge and application of organisations policies, procedures, guidelines, practice and accountability related to formal inquiries in the justice system and in the management systems of the organisation
- evidence of knowledge of the statutory requirements and ethics associated with formal inquiries in the justice system
- evidence of written and oral reports which demonstrate the specified practice standards of the organisation

Evidence will be required of knowledge of:

- the impact of cultural and social beliefs and practice on own and others' values and behaviour
- organisational policy and practice regarding interviewing, investigation, recording and case management
- statutory obligation relevant to investigation including laws of evidence
- familiarity with a range of formal hearings, their function, statutory requirements, procedures and resources and potential outcomes
- comprehensive range of sources of information relevant to a range of reports
- roles and functions of the options of sentencing and court orders in the Criminal Justice System
- relevant behavioural and social theory
- theories of individual development and behaviour
- social welfare systems and services
- report writing principles
- organisational manuals, code of conduct

Evidence will be required of skills in:

- interpersonal and communication strategies
- using interpreters
- working with people with diverse cultural, gender, religious and social backgrounds and beliefs
- a range of different interviewing and research methods
- report writing and presentation
- public speaking/presentation

Interdependent assessment of units

Competency in this unit may be assessed holistically across a range of units which can demonstrate interrelated functions or activities. This unit may be assessed in conjunction with:

CSC160A. Implement a planned approach to offender management

CSC170A. Implement occupational health and safety policies

CSC190A. Provide emergency response to dangerous incidents

CSC220A. Provide support to offenders in Aboriginal/Torres Strait communities

Competency in this unit might be more validly determined after competency has been established in:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/20. Implement effective communication techniques

CSC200A. Conduct an inquiry

This unit describes the competencies required to work effectively and appropriately with Aboriginal and Torres Strait Islander communities to enable offenders of that community to achieve their objectives and those of the justice system.

Element	Performance Criteria
1. Support the community	<ul style="list-style-type: none"> • Relationships are established and maintained with key people in the community to promote the service and to promote respect, trust and credibility • The value of the community as a social support mechanism is respected and encouraged • The role and benefits of community programs to reduce offending is promoted and supported • Positive and effective models of community development are demonstrated and promoted • Positive and effective models of negotiation and mediation are demonstrated and promoted • Strategies and programs provide an appropriate balance between statutory requirements and traditional practice • Different interpretations and expectations of community are identified, recognised and taken into consideration in planning
2. Work within cultural requirements	<ul style="list-style-type: none"> • The restrictions and protocol of communicating and relating to different members of the community are identified and complied with • The impact of traditional relationships is anticipated and taken into consideration in determining processes • The cultural perspective on obligations and punishment are identified and expectations and strategies are adapted to take other views into account • Different timeframes are taken into account when planning meetings and activities

3. Support the offender
- Networks and collaborative programs are developed and maintained to enable a holistic/comprehensive approach to the needs and outcomes of the offender
 - The resources and the needs of the offender are assessed and priorities and objectives are determined with the offender
 - The offender is referred to other support agencies or specialists according to the priorities of need and availability
 - Information and guidance is provide to support the offender and their family in their progress through the legal systems
 - Information and guidance is provided to encourage a cooperative and positive approach to changing offending behaviour
 - Support is given to develop community programs which meet the needs of the offender
 - Reports are provided to relevant agencies according to *organisation procedures and requirements*

A. Range of Variables

This unit has been designed to allow significant contextualisation based on the worker's depth of involvement with the community and the worker's capacity to interact with the community. This will depend on whether the worker is part of that community or from another place, whether the worker is Aboriginal or non-Aboriginal, the worker's relationship with members of the community and the worker's status and obligations in the community.

Cultural requirements may include:

- allowance for the impact of "skin groups" and "language groups" and kin relationships
- respect for family structures and relationships
- respect for the authority of families, elders and councils
- adaptation of language, verbal and non-verbal, gestures, manner, local language, English and others
- different perceptions of the world and individuals relationship in it
- interpretations of the nature of cause and effect
- interpreting the social, historic, spiritual and environmental factors which have an impact on the lives of the community

Cultural requirements may include: *cont'd*

- complying with taboos on using the name of deceased people and the use of alternative names
- respecting gender business, what is and isn't allowable
- allowances for sorry business, mourning, funerals
- traditional business and what people are able to do and not do
- different concepts of time
- traditional laws and cultural restrictions
- knowledge of history of events and incidents
- respecting obligations and taboos
- punishment and pay backs

Communities may include those belonging to a specific location, language or social relationship.

Communities may be traditional, mission based or deliberately created, rural, remote or urban. The size of communities will vary significantly and may be no bigger than a family but this unit focuses on a distinct community of interests amongst its members. The structure of the community and its management will vary from self contained and autonomous to an association of interests within the total community.

Key People will include:

- community leaders
- community elders
- staff of other agencies and services (health workers, police, counsellors, legal services, Courts, community services)
- colleagues in the corrections services
- offender support networks and family

Community programs will include:

- those developed and managed by the community
- those provided by other agencies and services
- those developed and supported by the worker as part of their responsibility
- those managed by the Correctional department
- those designed for preventative purposes
- those designed to ensure sentence requirements are met
- those designed for rehabilitation and post sentence support

Procedures will include requirements for confidentiality, release of information, statutory requirements, organisation's recording and reporting systems.

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit has been designed to allow for flexible interpretations of concepts such as community and is intended to be contextualised for the different environments and requirements in which work with Aboriginal and Torres Strait offenders, families and communities is undertaken. This unit should be assessed ideally in the workplace and in the community and in the language of the worker and the community and the means and process of assessment should include a negotiated agreement with the community as well as the person being assessed.

C. Evidence Guide.

Evidence will be based on the range of variables required by the work of the organisation and the defined work role.
Evidence will be generated on the job.

Key Outcomes

- evidence of knowledge of Aboriginal culture or Torres Strait culture relevant to the offenders within the service
- knowledge of organisation's policies, procedures and practice related to working with communities and outcomes for indigenous people within the justice system
- evidence of knowledge and application of statutory requirements including discrimination
- evidence of application of principles of duty of care, Aboriginal reconciliation, cross cultural communication

Knowledge required will depend on the contextualisation and the enterprise and work role requirements but will include the following range:

- policies, procedures and statutory requirements of worker's role in corrections service
- community and departmental services relevant to the needs of offenders and their families
- how to communicate with official representatives of the legal and corrections services and with allied services
- how to communicate with the community
- strategies for community development, including community education/community programs
- Aboriginal and Torres Strait perspective of history, community, law, environment, social structures and relationships, obligations and accountability
- key people who have an impact on the community and the delivery of service to the offender and the protocol of working with them
- strategies for negotiation and mediation
- conflict management strategies
- principles of case management
- language relevant to working with the community

Interdependent assessment of units

Competency in this unit should be assessed holistically through combining the functions and activities reflected in different units where competence can be assessed in conjunction with:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC160A. Implement planned approach to offender management

CSC230A Establish and maintain networks

CSC240A Supervise community work program

and with all units which include cultural requirements and Aboriginal and Torres Strait inclusion in the range of variables.

Competency in this unit might be more validly determined after competency has been established in:

CSC080A. Contribute to the supervision, surveillance and monitoring

CSC110A. Maintain safety and security

PSX0127/20. Implement effective communication techniques

This unit is concerned with the competencies required to identify agencies within the criminal justice system and in the community and to maintain interaction to enable a more comprehensive and coordinated provision of service and community information

Element	Performance Criteria
1. Identify community interests and resources relevant to the service	<ul style="list-style-type: none"> • The community's interest in and contact with the criminal justice system is researched and reported through a range of communication and information strategies • Information about the range of services available in the community is gathered, monitored, reviewed and consulted routinely • A comprehensive and accurate record of organisation and community resources is maintained and consulted • Common and complementary interests are identified and confirmed with other services and agencies • Colleagues and key people are consulted and information relevant to the shared interests is exchanged
2. Promote awareness of the service and its purpose	<ul style="list-style-type: none"> • Opportunities, formal and informal, are created and used to provide positive and accurate information about the objectives and the outcomes of the service and to encourage support • Information is provided to relevant agencies and key people to enable a supportive attitude towards service and offender issues • Information on service policies and goals is accurate and designed to encourage understanding and support • Information about changes and current trends in community and service attitudes is gathered, analysed, reported and maintained

3. Develop networks

- Contact with a comprehensive range of services and agencies is established according to community or *organisational protocol and practice*
- Effective working relationships are established with key people in agencies and services
- Other agency principles, objectives and guidelines are identified and analysed for common and complementary purpose
- Support and referral requirements of other agencies are identified and recorded and consulted
- Concerns held by other agencies about the justice system and contact with offenders are anticipated, confirmed and addressed positively honestly and respectfully
- Information about existing services is used in the design and development of case management and for specific project
- Contact with other agencies is conducted through appropriate and agreed forums

A. Range of Variables

This unit applies to the work required to deliver services for offenders which are delivered in the community or where the community provides external support and involvement. It applies to case management which includes a significant component of external agency support and provision of service.

Networks may be broad and cross a spectrum of services and community interests or may be within the specialist services and interests and may include:

- representatives from other service and support agencies with an interest in the needs of offenders
- generic community services
- specialist community services including those for different cultural groups
- criminal justice agencies
- key community representatives
- professional associations and connections
- case management teams

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace and assessment should include the opportunity to demonstrate evidence using applications in the wider community.

C. Evidence Guide

Evidence will be required of performance in a range of variables required by the worksite and the defined work role and responsibilities

Key Outcomes

- evidence of knowledge and application of organisation policies, procedures and practice related to the protocol and guidelines which determine contact with other agencies, services and the wider community
- evidence of knowledge of a wide range of services and resources in the wider community related to services and support for offenders
- evidence of a range of communication and consultation strategies demonstrating effective relationships with people outside the organisation

Knowledge required:

- key people and service agencies in the community
- community resources available and guidelines for access
- community protocols and communication channels
- key community and service agencies
- range of effective communication strategies

Interdependent assessment of units

Competency in this unit should be assessed holistically through combining the functions and activities reflected in different units where competence can be assessed in conjunction with:

CSC160A. Implement a planned approach to offender management,

CSC220A. Provide support to offenders in Aboriginal/Torres Strait communities

CSC240A. Supervise community work program.

Competency in this unit might be more validly determined after competency has been established in:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/20. Implement effective communication techniques

This unit is concerned with the competencies required to plan, negotiate and implement community work placement with residential and non-residential detainees under community service orders or contract of employment and training

Element	Performance Criteria
1. Plan community work program	<ul style="list-style-type: none"> • Interest from the community is received, assessed and promoted <i>according to established practice</i> and program objectives • Information and feedback are provided to the community and conditions for involvement are negotiated • Visits and inspection of potential work site are conducted to determine suitability against <i>agreed criteria and requirements</i> • Recommendations for registration of work sites are prepared according to site assessment format and forwarded to administration for registration • Classification of offenders and work required is determined and appropriate supervision on work site is allocated or negotiated • 1.6 Work sites are assessed and selected against <i>determined criteria</i> which requires safety and developmental opportunities for offenders
2. Supervise and coordinate the work program	<ul style="list-style-type: none"> • Offenders are assessed and selected for suitability of work allocation according to skills, abilities, interests and work requirements and case plan • Suitable work allocation is matched with offender profile • Training needs are identified and assessed according to work requirements, location equipment used and team requirements • Clothing and equipment complies with occupational health and safety requirements and principles of duty of care • Guidelines are provided to site or community

supervisors and conditions are made clear and negotiated

- Conditions of compliance and made clear to offender and agreement is sought
- Supervision is planned and conducted so that the welfare and safety of the offender and the community is maintained and *according to operating procedures*

A. Range of Variables

This unit applies to:

- Community services supervisors
- supervisors in low security prisons with day release
- Periodic Detention Centres
- Training and employment programs
- off site or on site

Work sites will be in the community, in industry or in community services, or in work programs established specifically within the jurisdiction of the correctional agent.

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace using evidence from the range of variables applicable to enterprise requirements including the nature of the service, the defined work role and responsibility and the legislative or statutory basis of the program.

C. Evidence Guide

Evidence will be based on performance in the workplace.

Key Outcomes

- evidence of application of a planning strategy
- evidence of organisation policies, procedures, practices and accountability related to safety and security, community programs, case management and work experience outcomes
- evidence of legislative and statutory requirements related to community programs
- evidence of application of principles of duty of care
- evidence of coordination skills and case management practice

Knowledge based on the nature of the work program:

- relevant cultural observances and traditions of the correctional population and the community
- organisation's policies and procedures concerning offender interaction with community

- departmental policies and procedures concerning community work programs and their objectives
- case management principles and strategies
- human behaviour and development related to offending
- special needs of the offender group and the community
- services and guidelines of support services associated with offenders
- report writing
- conflict management
- communication and interpersonal techniques for establishing trust and rapport
- community services, community interests and systems and key people

Interdependent assessment of units

Competency in this unit should be assessed holistically through combining the functions and activities reflected in different units where competence can be assessed in conjunction with:

CSC160A. Implement planned approach to offender management

CSC220A. Provide support to offenders in Aboriginal/Torres Strait communities

CSC230A Establish and maintain networks

CSC250A. Coordinate programs for offenders

BSAST1.2 .Conduct assessment

Competency in this unit might be more validly determined after competency has been established in:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC080A. Contribute to supervision, surveillance and monitoring

CSC110A. Maintain safety and security

CSC150A. Use and organise the maintenance of workplace equipment

PSX0127/20. Implement effective communication techniques

PSX0127/24. Develop and implement work unit plans

CSC170A. Implement occupational health and safety policies

This unit is concerned with the competency required to link offenders with appropriate community services and programs to ensure that court orders statutory requirements and sentence objectives are implemented

Element	Performance Criteria
1. Develop new programs	<ul style="list-style-type: none"> • The need for new programs is identified and checked with available information and consultation with colleagues and existing programs • Existing community networks and agencies are provided with support and encouragement to develop new programs to meet offenders needs • The availability of resources is explored and strategies are developed to acquire adequate and relevant resources • Liaison protocol is developed collaboratively with community agencies to ensure that the offender's interests are reflected in the design and delivery of programs • Effectiveness of programs is reviewed with the offender and program staff and adjustments are made to ensure that outcomes are achieved • Program and offender details are documented and reported according to <i>organisational and program requirements</i> • Offender progress is monitored and reviewed and reported to program
2. Match offender with existing programs	<ul style="list-style-type: none"> • Offenders needs are identified and assessed against the services and criteria of existing programs • Community or specialist agencies are consulted about available programs and the interests of the offender are negotiated • Information about a range of suitable community services is routinely gathered and checked for current accuracy and relevance • Protocol and guidelines for access to programs is

identified and offender is involved with determining suitability and preferences

3. Encourage responsibility and positive involvement
- The objectives of case management in meeting statutory requirements, sentence plan and personal goals of offenders are identified and reflected in the management of work role and team activities
 - The responsibilities of offenders in determining and achieving their personal goals are acknowledged and reinforced throughout implementation strategies and procedures
 - The obstacles and potential resistance to cooperating with service provision are identified and assessed to determine appropriate strategies
 - Offenders are encouraged and supported through appropriate allocation of resources and services and routine review of progress
 - The active involvement of offenders in the implementation and review of case management goals and strategies is supported and maintained
4. Monitor the progress of the offender
- Supervision of the offender is conducted with least disruption and interference to person and routine
 - Opportunities are created for formal and informal exchange of information on progress and well being of offender
 - Signs of stress and anxiety and behaviour indicating problems with compliance are noted and investigated and reported to appropriate services
 - Structured opportunities are organised for offender feedback and reporting on progress
 - Participation in meetings is constructive, honest, relevant and comprehensive
- Reports are accurate, provided in the time required and contain honest, complete and substantiated information and recommendations
5. Evaluate effectiveness of programs
- The program is regularly monitored against an agreed plan, objectives and outcomes
 - Feedback from offenders and others involved is

actively sought at regular intervals and used to inform the design of the program

- Proposed changes are identified and assessed, discussed with relevant people and implemented where determined
- Information provided by those involved is recorded accurately and comprehensively

A. Range of Variables

Programs may be developed and delivered inside and outside a detention centre or in the general community and may be the responsibility of the organisation or in partnership with other agencies or entirely the responsibility of an independent agency.

Community programs may include:

- those developed and managed by the community
- those provided by other agencies and services
- those developed and supported by the worker as part of their responsibility
- those managed by the Correctional department
- those designed for preventative purposes
- those designed to ensure sentence requirements are met
- those designed for rehabilitation and post sentence support

Offender needs may include:

- literacy/basic skills
- living skills
- behaviour change/management
- drug and alcohol/addiction services
- health/fitness/hygiene
- training/education
- employment
- family support
- relationship development
- legal
- cultural

Resources will include:

- key people in the community and agencies who can provide supervision of offenders on community placement
- funding sources inside and outside the organisation
- resource and funding submissions
- independent or collaborative

Evaluation and review will be by both formal and informal processes

Reporting will be by both formal and informal processes

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace and suitable community settings.

C. Evidence Guide

Evidence of competency will be determined by application of performance to the range of variables required by the workplace and the defined roles and responsibility of the worker. Evidence will be based on performance in the workplace.

Key Outcomes

- evidence of knowledge of and criteria for service of a range of agencies within and outside the organisation providing programs for offenders
- evidence of a range of network and consultation strategies
- evidence of communication strategies for counselling and negotiation
- evidence of selecting relevant evaluation techniques

Knowledge required

- comprehensive range of community and organisation services related to the needs and interests of offenders
- departmental programs and resources relevant to offender development
- principles and models of community development
- organisation's policies, procedures and objectives related to court orders, relationship with community and other service agencies
- key people in the local community
- networks and liaison protocol
- effective communication strategies including cross cultural

Interdependent assessment of units

Competency in this unit should be assessed holistically through combining the functions and activities reflected in different units where competence can be assessed in conjunction with:

CSC160A. Implement planned approach to offender management

CSC220A. Provide support to offenders in Aboriginal/Torres Strait communities

CSC230A. Establish and maintain networks

Competency in this unit might be more validly determined after competency has been established in:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC080A. Contribute to supervision, surveillance and monitoring

CSC110A. Maintain safety and security

PSX0127/20. Implement effective communication techniques

CSC300A. Provide guidance and counsel

This unit is concerned with the competency required to provide training to colleagues and team members to increase skills and performance in the workplace.

Element	Performance Criteria
1. Prepare for training	<ul style="list-style-type: none"> • Specific learning needs are identified through consultation with relevant personnel • Learning objectives are matched to identified training needs • Learning sessions are planned and documented
2. Deliver training	<ul style="list-style-type: none"> • Training is conducted in a safe and accessible environment • Training methods are selected appropriate to trainee needs, location and resources • Objectives of the session, sequence of activities, assessment processes are negotiated with learners • A systematic approach is taken to instruction and the approach is revised and modified to meet specific learner needs
3. Review training	<ul style="list-style-type: none"> • Learners are encouraged to evaluate their performance and identify areas for improvement • Learner readiness for assessment is monitored and evidence of satisfactory performance is collected • Learning is evaluated through learners feedback, supervisor comments, measurement against objectives and improve performance in the workplace • Results of evaluation are used to guide further training • Training details are recorded according to <i>agency requirements</i> • Records are secured and released only to authorised people

A. Range of Variables

This unit is customised from the Workplace Trainer Category 1. Competency Standards and combines the units Prepare for training, Deliver training and Review training. The unit applies to workers who provide training in the workplace as part of their wider correctional services functions and where it is not a major part of their job. Training is provided to individuals and to small groups and may take the form of instruction, mentoring and coaching. Training may be part of a structured supervision role.

Planning of learning sessions will include:

- outcomes
- steps
- methods
- practice opportunities
- monitoring process
- evidence required
- cultural factors
- setting/location

Learners may be:

- unit team members
- members of the public
- staff of other services
- contractors
- members of community organisations
- volunteers
- specialist staff
- offenders

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package and the Assessment Guidelines of the Workplace Trainers and Assessment Training Package

Competency in this unit should be assessed in the workplace or in an appropriate setting for the planning and delivery of training.

C. Evidence Guide

Key Outcomes

- evidence of knowledge and application of occupational health and safety policy
- evidence of application of adult learning principles
- evidence of knowledge of National Training Packages
- evidence of communication strategies for feedback and negotiation

Knowledge required:

- learner characteristics and experiences including cultural factors and expectations
- adult learning principles
- industry/enterprise competency standards
- training delivery methodology
- a range of strategies for promoting learning
- objectives and characteristics of a learning environment
- National Training Packages relevant to correctional services

Interdependent assessment of units

Competency in this unit should be assessed holistically through combining the functions and activities reflected in different units where competence can be assessed in conjunction with:

PSX0127/25. Develop and implement work unit plans

CSC160A. Implement planned approach to offender management

CSC090A. Contribute to the health, safety and welfare of individuals

CSC220A. Provide support to offenders in Aboriginal/Torres Strait communities

CSC250A. Coordinate programs for offenders

BSX0008\6. Conduct assessment

Competency in this unit might be more validly determined after competency has been established in:

CSC01A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/20. Implement effective communication techniques

CSC300A. Provide guidance and counsel

This unit is concerned with the competency required to undertake formal assessment of colleagues against recognised competency standards

Element	Performance Criteria
1. Identify the context for assessment	<ul style="list-style-type: none"> • Purpose for assessment is discussed and confirmed with person(s) being assessed • Current endorsed competency standards, learning outcomes or performance measures relevant to the assessment are identified and communicated to the person(s) being assessed • Relevant industry or enterprise or training establishment policy is identified and discussed with the person(s) being assessed
2. Establish the evidence required	<ul style="list-style-type: none"> • Evidence sought is consistent with endorsed competency standards where they apply, or else learning outcomes or other performance measures • The amount and type of evidence specified is sufficient to enable a valid assessment decision to be made • Evidence required is discussed and confirmed with the person (s) being assessed • Evidence gathering techniques are appropriate for skill and knowledge to be assessed
3. Establish assessment methods	<ul style="list-style-type: none"> • Select assessment methods which are appropriate for gathering the type and amount of evidence required • Propose suitable adjustments in the assessment method to cater for those persons being assessed who have special needs
4. Develop simple assessment tools	<ul style="list-style-type: none"> • Design assessment tools which gather valid evidence, reliable evidence, sufficient evidence or complements the use of other, assessment tools in gathering sufficient evidence

- Design an assessment tool which is clear and comprehensible to those conducting the assessment and to those being assessed
 - Verify that the assessment tool permits flexible, fair and safe assessment to occur
 - Verify that the assessment tool is cost effective in gathering required evidence
 - Prepare accompanying instructions for use, specifying and adjustments which can be made to address the requirements of people being assessed who have special needs
5. Review evidence requirements, assessment methods and assessment tools
- Trial assessment methods and assessment tools with people who will ultimately be assessed
 - Evaluate the assessment methods and tools for clarity, reliability, validity, fairness, cost effectiveness
 - Make improvements and changes to the assessment methods and assessment tools in the light of the evaluation of the pilot exercise
 - Ratify procedures with relevant people in the industry /enterprise or training establishment of the evidence requirements, assessment methods and assessment tools and the process used in developing them
6. Explain the assessment procedure
- Requirements, rules or guidelines for assessment procedure are explained to and discussed with the person(s) being assessed
 - Assessment procedures and appeals mechanisms are discussed and confirmed with person(s) being assessed
7. Plan evidence gathering opportunities
- Identify opportunities to gather evidence of competency which occur as part of workplace or training activities
 - Identify the need to gather additional evidence which might not occur as part of workplace or training activities

- Plan and schedule all evidence gathering activity in accordance with the assessment procedure
 - Ensure that the planned approach to gathering evidence will provide sufficient, valid and fair evidence of competency
 - Ensure that the planned approach to gathering evidence will cover the four key dimensions of competence: task skills, task management skills, contingency management skills, job/role environment skills
8. Organise assessment
- Resources are organised consistent with assessment requirements
 - Relevant people are informed of assessment and resource requirements, according to *industry, enterprise or training establishment policy*
 - The cost of the assessment procedure in time and resources is estimated, if required in the context
 - Assessment environment is prepared to facilitate a fair, valid and reliable assessment
 - Assessment arrangements are discussed and confirmed with person(s) being assessed
9. Gather evidence
- Evidence gathered is consistent with agreed competency standards or performance measures or learning outcomes being assessed
 - Evidence gathered is valid, reliable and consistent with agreed requirements and techniques used
 - Evidence gathered is documented according to *industry or enterprise or training establishment requirements*
10. Make assessment decisions
- Assessment decisions are based on evidence gathered
 - Assessment decisions are made in accordance with outcomes specified in competency standards or performance measures or learning outcomes identified and discussed and confirmed with person(s) being assessed
 - Assessment decisions are made in accordance with the requirements of the techniques being used

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| 11. Provide feedback during assessment | <ul style="list-style-type: none">• Action is taken to put person(s) being assessed at ease, appropriate for the procedures being used• Progress is discussed with person(s) being assessed, as appropriate for the assessment procedures being used <p>Encouragement is given to person(s) being assessed based on progress, as appropriate for the procedures being used</p> |
| 12. Record assessment results | <ul style="list-style-type: none">• Assessment results are recorded in cooperation with person(s) who have been assessed, and in accordance with required procedures and/or legislative requirements• Assessment records are stored securely to ensure timely access only to person(s) who have been assessed and authorised person(s) according to <i>industry or enterprise or training establishment policy</i> |
| 13 Provide feedback on performance | <ul style="list-style-type: none">• Performance is discussed and confirmed with person(s) being assessed• Results are provided to person(s) being assessed• Clear and constructive feedback on assessment procedures and results is given to person(s) who have been assessed• Person(s) who have been assessed are encouraged to explore the available ways of overcoming any gaps in their competence revealed by the assessments• Person(s) who have been assessed are given guidance on further goals/training opportunities dependent on industry, enterprise or training establishment policy and the purpose of the assessments |
| 14. Review the procedure | <ul style="list-style-type: none">• Assessment procedures are reviewed in cooperation with person(s) who have been assessed, and relevant person(s) in industry or enterprise or training establishment and/or agency identified under legislation• Changes to the procedures are recommended in |

light of review outcomes

15. Report on the conduct of the assessment
- Report on positive and negative features experience in conducting assessment to those responsible for the assessment procedure
 - Record and report promptly any assessment decision disputed by the persons being assessed to those nominated in the assessment procedure
 - Make suggestions for improving any aspect of the assessment process to those responsible for the assessment procedure

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package and the Workplace Trainers and Assessment Training Package.

How will this unit be assessed?

This unit is a customisation of the unit Assess Trainees from the Workplace Trainers Category 2. Standards. It is a combination of the units Conduct assessment in accordance with an established assessment procedure and the unit Plan and review assessment. This unit should be assessed through observation of assessment being conducted in the workplace.

C. Evidence Guide.

Evidence will be determined by the Workplace Trainers National Training Package

Key Outcomes

- evidence of knowledge of relevant National Training Packages or Competency Standards
- evidence of organisations assessment policy and requirements
- evidence of application of occupational health and safety policy
- evidence of communication strategies for feedback and negotiation
- evidence of assessment instruments and learner records

Knowledge required:

- relevant national and/or enterprise competency standards
- organisation's assessment procedures and framework
- range of assessment methods and criteria for their application
- Assessment Guidelines in relevant Training Package
- relevant statutory and organisational policies including health and safety standards
- record keeping requirements, reporting mechanisms and systems

Interdependent assessment of units

Competency in this unit should be assessed holistically through combining the functions and activities reflected in different units where competence can be assessed in conjunction with:

CSC170A. Implement occupational health and safety policies

CSC220A. Provide support to offenders in Aboriginal/Torres Strait communities

CSC240A. Supervise community work program

CSC330A. Conduct training

Competency in this unit might be more validly determined after competency has been established in:

CSC010A. Develop and maintain workplace practice and standards

CSC020A. Contribute to the achievement of organisational goals

CSC030A. Contribute to achieving the goals of the justice system

CSC300A. Provide guidance and counsel

This unit is concerned with the competency required for very complex communication with a very broad range of settings and audience including group work

Element	Performance Criteria
1. Contribute to the development of effective communication strategies.	<ul style="list-style-type: none"> • Strategies for effective internal and external dissemination of information are developed, promoted, implemented and reviewed as required. • Special communication needs are considered in developing strategies to avoid discrimination in the workplace. • Communication strategies are analysed, evaluated and revised where necessary to make sure they are effective. • Channels of communication are established and maintained regularly to inform staff of relevant information. • The use of effective listening skills is practiced and promoted in the workplace. • Coaching in effective communication is provided to other staff as required. • Negotiation and conflict resolution strategies are used where required • Issues are negotiated with key stakeholders in a way which works toward a mutually acceptable outcome. • Work related networks and relationships are maintained.
2. Represent the organisation with a range of groups.	<ul style="list-style-type: none"> • Information which is relevant to the topic is selected, prepared and presented to promote the organisation in an accurate way. • Presentation is delivered in a clear and sequential manner and within a predetermined time. • Electronic and other media is used to enhance the presentation.

- Special needs of the audience are catered for
 - Questions are responded to in a manner consistent with *organisation guidelines and standards*.
 - Participation is invited and gained where it is required in the presentation.
 - Information and ideas are expressed clearly, concisely and the language adjusted to meet the audience needs.
 - Participation in internal and external meetings and forums promotes the organisation.
 - Spoken and non-verbal message are consistent with each other.
 - Differences are respected and considered in a way that encourages and values other's contributions.
3. Give and receive instructions and information.
- Instructions given are clear, understandable and concise.
 - Adjustments are made to cater for individual and *cultural differences*.
 - Instruction methods and style are meaningful to the audience.
 - Instructions related to routine work activities are clear, concise, understandable and appropriate to the given task.
 - Clarification is sought and given where necessary.
 - Interpretation and analysis is undertaken of complex information to make it meaningful.
4. Facilitate group discussions.
- Information is provided to the group to facilitate its outcomes.
 - Contributions are sought, acknowledged and encouraged from all participants in the group.
 - Evaluation of group communication strategies is undertaken to promote ongoing participation of all parties.
 - Strategies which encourage all group members to participate are used routinely.

- The specific communication needs of individuals are identified and acted on.
 - Objectives and agendas for meetings and discussions are set and followed.
5. Produce quality written materials.
- Writing is presented in a logical and sequential way which matches the audience and the purpose of the document.
 - *Organisation guidelines and current accepted standards* of writing are observed.
 - Writing is succinct and the content and meaning is clear.
 - Advice to management and clients is prepared and provided on policies, procedures, guidelines and standards.
6. Conduct interviews.
- Objectives are clearly defined and time and venue are mutually agreed to by participants.
 - Effective questioning, speaking, listening and non-verbal communication techniques are used to encourage participation and clarify agreement on information
 - Feedback and advice is given in a positive , constructive and supportive way which reflects current good practice.
 - Formal grievance and counselling procedures are used when required by *organisation's policies*

A. Range of Variables

This unit has been adopted from the Public Administration National Competency Standards. This unit applies to communication both inside the organisation with team members and colleagues and with individuals and groups in the correctional environment, community and in other organisations. The communication is part of a supervision role or team leader responsibility or where groups are used as part of a decision making or intentional or therapeutic program.

Oral, written and non-verbal communication can occur with:

- Representatives of client groups or organisations
- members of the public

- managers in own and other organisations
- peers in own and other organisations
- staff
- private organisations and consultants
- representatives of other sections of the Criminal Justice and Legal systems, other public sector and community agencies
- colleagues in different locations
- selected groups of offenders

Written communication can involve both handwriting and operation of computer equipment and can take the form of:

- minutes of meetings
- routine as well as complex reports
- briefing notes
- proposals, project plans and spreadsheets
- general internal and external correspondence
- speeches, journal articles and marketing material
- instructions, procedures and policies

Oral communication can take the form of:

- answering and conveying descriptions, explanations and instructions
- consulting and advising
- formal and informal presentations to different audiences
- Structured interviewing for selection or counselling purposes
- discussion leading and briefing
- negotiating
- chairing and participating in meetings
- conflict resolutions
- coaching
- advocacy
- on the job training

Clients are defined by the work of the organisation and can include:

- the criminal justice system
- management
- offenders
- members of the public
- other agencies with an interest in correctional services
- agencies providing support to community corrections and placements

Non verbal communication incorporates:

- techniques of listening
- gesturing
- voice inflection
- sounds
- eye contact
- posture and facial expression

- use of space and time
- special needs - hearing/speech impaired people

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace, or where this may not be feasible, in a structured learning process using workplace material and applied in the industry context.

C. Evidence Guide

This unit can be assessed in application to the contexts and settings from the range of variables which demonstrates a comprehensive range and diversity of strategies and communication techniques, both inside the organisation and outside and with known and unknown individuals and groups determined by the work role and responsibilities. Evidence will be through demonstration and observation and by presentation of written material.

Key Outcomes

Competency in the unit can be demonstrated through:

- skills and knowledge of effective communication techniques
- skills and knowledge in negotiation and conflict resolution
- effective writing and presentation skills
- public presentation to both known and unknown audiences
- knowledge of organisation’s information systems, reporting requirements and protocol for the use and release of information.
- group work strategies and techniques

Interdependent assessment of units

Competency in this unit should be assessed holistically through combining the functions and activities reflected in different units where competence can be assessed in conjunction with:

BSX0008\6. Conduct Assessment

PSX0127/31. Coordinate a work team

CSC250A. Coordinate programs for offenders

CSC270A. Manage a work unit

CSC280A. Resolve incidents which jeopardise safety and security

CSC290A. Maintain occupational health and safety practice

CSC300A. Provide guidance and counsel

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

This unit is concerned with the competencies required to achieve operational outcomes and effective working relationships through managing and developing individuals and teams

Element	Performance Criteria
1. Develop and maintain a cooperative work group	<ul style="list-style-type: none"> • Work contributions and suggestions from staff are continually sought and encouraged • Contributions to work group operations are acknowledged and suggestions are dealt with constructively • Staff skills are used and developed according to work requirements • Staff are consulted about implementing new work practices • Conflict between staff members is addressed in accordance with current personnel practices.
2. Communicate objectives and required standards	<ul style="list-style-type: none"> • Staff are informed of the objectives and standards required • Staff commitment to objectives and standards is encouraged • Principles and practices of safe, fair and participative work practices are modelled and promoted to staff
3. Provide feedback on performance	<ul style="list-style-type: none"> • Regular constructive feedback on all aspects of work performance is provided to individuals and team • Performance is assessed and addressed in a fair and timely manner in accordance with relevant guidelines, procedures and natural justice.
4. Support and participate in development activities	<ul style="list-style-type: none"> • A process to assess training needs of all staff is implemented and promoted • An action plan to meet individual and group training and development needs is collaboratively developed, agreed to and implemented • Specific training needs of individuals are identified

- Staff are encouraged and supported in applying skills and knowledge in the workplace
 - On the job training is provided to the required standard
 - Staff are encouraged and supported to attend training courses and to take up other development opportunities.
5. Provide leadership, direction and guidance to the work group
- The link between the function of the group and *the goals of the organisation* is endorsed and communicated
 - Participative decision making is used routinely to develop, implement and review work of the group and to allocate responsibilities where appropriate
 - Opportunities and encouragement are given to others to develop new and innovative work practices and strategies
 - Conflict is identified and resolved with minimum disruption to work group function
 - Staff are provided with the support and supervision necessary to perform work safely and without risk to health
 - Allocated tasks are within the competence of staff and supported with appropriate authority, autonomy and training
 - Supervision is provided appropriate to changing priorities and situations and takes into account the different needs of individuals and the requirements of the task.

A. Range of Variables

This is a generic management unit, adopted from the Public Administration National Competency Standards, which has been designed to allow significant contextualisation according to the requirements of the enterprise, management structures and work roles and responsibilities

Relevant information affecting the work group could include:

- legislation
- organisation and department plans
- industrial awards, agreements and contracts
- agency policies, procedures and protocol

- quality, performance, contracts and competency standards
- efficiency indicators

Standards may include

- national competency standards
- performance management standards
- performance appraisal systems
- discipline procedures
- workplace assessment guidelines
- internal quality assurance
- internal and external accountability and auditing requirements

Training and development opportunities may include:

- formal course participation
- on the job training
- work experience
- external study
- conference and seminar attendance
- induction
- job rotation/exchanges

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace or, where this is not feasible, in a suitable simulation applying the context and material of the workplace and its requirements.

C. Evidence Guide

Key Outcomes

Workers should demonstrate

- assessing and evaluating skills
- working effectively in a team environment
- achievement of work outcomes

Knowledge required:

- principles of effective team operation
- principles of human resource management
- training delivery in the workplace
- industry assessment guidelines

Interdependent assessment of units

This unit should be assessed in conjunction with units which relate to the function of unit management and the specific service management functions represented in other units.

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

This unit is concerned with the competencies required to ensure the effective assessment of individual needs, plan service delivery to meet a range of needs, and monitor and review progress within the organisation's mandate and statutory responsibilities

Element	Performance Criteria
1. Ensure accurate assessment of needs	<ul style="list-style-type: none"> • Assessment procedures are planned, monitored and reviewed to ensure that the general and special needs of offenders are clearly and accurately identified and reported • Information routinely exchanged between team members about the needs and services for offenders is clear, accurate, comprehensive and consistent with <i>organisational objectives and policy</i> • Resources suitable for meeting determined special needs are negotiated with management • Specialist support and resources are recruited through active networking with agencies and specialists • Implications of offenders' needs and the impact of the correctional environment on them is assessed, reported and taken into consideration in determining strategies, action and follow up • Records are maintained accurately, comprehensively and according to policy and requirements
2. Plan new services	<ul style="list-style-type: none"> • The need for service development is identified and checked with research, recommendations, strategic plans and consultation with staff and management • Available resources are investigated and strategies are developed to acquire additional, adequate and relevant resources • Consultation is undertaken with a range of departmental and external agencies to ensure that the <i>organisation's interests</i> are reflected in the design and delivery of the service • Tasks required to implement the plan are identified, analysed for skill and resource requirements and are

delegated to suitably skilled and experienced staff

- Service reports, records and outcome details are documented and reported according to *organisational and service practice*
 - The design and objectives of the services complies with all statutory and legislative requirements and accountability
3. Implement the strategies of the plan
- Strategies are determined and implemented to achieve the goals of the plan
 - Resources and services required by the plan are identified and appropriate allocations are organised
 - Liaison and coordination of services is provided to ensure the most effective and relevant use of those services
 - Effective and constructive relationships are established and maintained with key people involved in the planning and delivery of services and the interests of offenders.
 - Routine reports and the notification of adjustments to the strategies are received, analysed and necessary adjustments are made
4. Evaluate effectiveness of programs
- The costs and outcomes of the service are regularly monitored against an agreed plan, resources and objectives
 - Feedback from service and *organisational clients and key people* is actively sought at regular intervals and used to inform the redesign of the service
 - Proposed changes are identified and assessed, discussed with relevant people and implemented where determined
 - Information on relevant aspects of the service is recorded accurately and comprehensively and reported comprehensively and accurately

A. Range of Variables:

This unit has been designed to allow significant contextualisation according to the different requirements and organisational determinants of service within the industry.

Organisation's services will depend on:

- Type of institution and degrees of custody and security
- service contracts
- organisational philosophy, policies and objectives
- offender profile
- location, layout and construction/design
- accommodation available
- facilities
- type of record system - manual/electronic
- type of equipment available
- size and composition of work team
- case management requirements
- supervision and management structures
- specialist agencies
- Departmental policy and philosophy

Client's needs may be:

- based on criteria for the purpose of meeting organisation's policy and objectives
- subject to criteria for service provided by the organisation
- subject to organisation's and service priorities and resources
- both inside and outside the Justice system
- determined by the strategic plans and accountability of the organisation

Services may include:

- those provided by and outside the organisation
- those determined by Government policy and changes in policy
- specialist
- health, physical, psychiatric, mental
- counselling/welfare, support for behaviour change
- skills, education, training
- community support
- family support
- financial
- legal
- cultural
- spiritual
- information and advice
- recreation, fitness, interests, hobbies, personal development
- accommodation
- extensions to existing provision

Procedures/regulations/requirements will include:

- statutory/legislative/legal determining organisation's mandate and objectives, provision of services, protection, non discrimination, compliance with orders
- Departmental policy including code of conduct or practice, national standards, enterprise standards, philosophy or mission, contracted service requirements, negotiated service and employment agreements,
- organisational/service policy/practice/procedures
- professional standards/code of conduct/ duty of care
- budgetary, financial and accounting

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit can be assessed in the work place or, where this is not feasible, in a suitable simulation based on workplace material. Assessment may need to be based predominantly on indirect and supplementary evidence.

C. Evidence Guide

This unit is a generic management unit and will require contextualisation from the range of variables relevant to the requirements of the organisation, enterprise, nature of the service and the defined work role and responsibilities

Key Outcomes

- evidence of effective group strategies for team work
- evidence of communication strategies for team work, feedback and counselling
- evidence of accuracy and consistency in assessment of needs
- evidence of the planning of different services and evaluation of effectiveness
- evidence of knowledge of organisations management structure and accountability

Knowledge required:

- Departmental/organisational service policy and criteria related to objective and outcomes, strategic management plans, performance management, program design
- Departmental/organisational information system /documents/records and processing
 - * relevant departmental and organisational policies and procedures eg
 - * strategic plans
 - * occupational health and safety policy and procedures
 - * Department's /organisation's philosophy
 - * worker's role, responsibilities, accountability and duties
- cultural factors and awareness relevant to the organisation's clients, case/offender profiles, community
- identification and analysis of discriminatory behaviour
- legal/statutory requirements of relevant legislation
- departmental objectives, policy and required outcomes for offenders and organisational management
- communication strategies including feedback, negotiation, counselling and reporting
- risk/conflict management
- community services and a comprehensive range of agencies providing services to offenders and their families
- social and community analysis relevant to offender profiles
- protocols for consulting and networking with allied services

Interdependent assessment of units

This unit should be assessed in conjunction with units which relate to the function of management and should be assessed in conjunction with other units which require planning and coordination and the delivery and evaluation of services.

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

CSC080A. Contribute to supervision, surveillance and monitoring

CSC110A. Maintain safety and security

PSX0127/29. Develop, implement and promote effective communication techniques

CSC300A. Provide guidance and counsel

This unit is concerned with the role of managing the staff, program and resources of a self-contained special purpose unit, program or project

Element	Performance Criteria
1. Plan and monitor the services of the unit	<ul style="list-style-type: none"> • <i>Unit guidelines, procedures and practice model</i> are developed, monitored, reviewed and promoted in the organisation and correctional community • Internal information and reporting systems are designed and monitored for efficiency and effective communication and accountability • <i>Departmental and statutory requirements</i> are identified, consulted, interpreted and adhered to • All relevant people are informed of <i>guidelines, policies procedures and requirements</i> and are encouraged to support and promote them • Staff and team members are consulted and positive opportunities are developed for the active contribution of staff to the effective management of the unit • Liaison is maintained with other senior management in Corrections and the Justice System and with relevant other key people in the community and in related agencies
2. Manage unit resources	<ul style="list-style-type: none"> • Resource requirements are determined according to efficiency criteria and are negotiated according to determined need and allocated according to priorities • Resources, equipment and living and work environments are designed and maintained to agreed safety, health and hygiene principles and policies • Financial control and monitoring is maintained to ensure that budgets and delegations are kept within agreed limits and allocations • Financial systems, reporting and accountability are consistent with the <i>Department's requirements</i>

-
3. Supervise and support staff
- Staff functions, duties and responsibilities required for the effective and productive operation of the unit are identified and monitored and staffing needs are reported and negotiated
 - Recruitment and selection of staff is conducted according to identified criteria and procedures
 - Skills required and staff training and development needs are identified and appropriate training and skills development is provided
 - Inappropriate behaviour, and actions are identified and correction is negotiated
 - Productive and effective behaviour is supported and reinforced
 - Staff performance appraisal and counselling is provided according to policies and work contracts.
 - Staff are supported and encouraged to respond positively to change affecting the workplace
 - Issues and concerns affecting work performance of staff are identified and counselling and support is provided to resolve problems
4. Demonstrate effective decision making
- Routine and special meeting are convened, chaired, recorded and action taken according to agreed format and methods appropriate to the culture of the unit and the work team
 - A range of consultation methods are used to involved staff, management and other related services and experts in the decisions affecting the unit
 - A range of flexible problem-solving strategies and techniques are modelled and encouraged
 - Decisions and actions are evaluated for their effectiveness and positive outcomes and adjustments are made where required.
 - Decisions and actions are documented and reported and recorded according to agreed procedures.

A. Range of Variables

This unit is a generic management unit and will need to be significantly contextualised to reflect the specific nature of diverse work units in correctional services. The specific applications will vary considerably within the industry depending on management structures and on the nature of specialisations and services within enterprises and the administration.

Factors which will influence the nature of the unit will include:

- Type of institution and degrees of custody and security
- size, number of staff, range of services
- location, layout and construction/design
- accommodation available and required
- type of record system - manual/electronic
- type of equipment available
- philosophy, objectives and purpose of the centre

Examples covered by this unit might include:

- alternative detention centre
- community based program
- emergency response team
- education and training centre
- dog squad
- specially commissioned review or implementation team
- health team
- catering
- therapeutic unit
- employment/ commercial enterprises
- escorts/transport
- information technology
- human resources
- parole board
- finance
- special research/inquiry

Departmental Policies will include:

- Occupational Health and Safety
- Reporting and recording procedures
- Case Management
- Sentence Management
- Equal Opportunities
- Anti Discrimination
- Code of Conduct
- Induction and Training
- Recruitment
- Transfers
- Discipline
- Human Resource Management

Departmental Policies will include: *cont'd*

- Protocol
- Financial Management and Accountability
- Inquiries
- Classification of Detainees
- Evidence and Court reports
- Contracts

Procedures/regulations/requirements will include:

- statutory/legislative/legal
- Departmental policy
- organisational/service policy/practice/procedures
- professional standards/code of conduct/ duty of care

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be contextualised for the specific requirements and context of the enterprise and work unit and it can be assessed off the job, for example in a structured learning process with application in the workplace or it can be assessed directly in the workplace.

C. Evidence Guide

This is a generic management unit and will be customised from the range of variables according to the requirements of organisations, enterprises, workplaces, defined work roles and responsibilities.

Key Outcomes

- evidence of complex strategic service planning and evaluation
- evidence of knowledge and consistently accurate application of organisations financial systems and resource policies and accountability
- evidence of effective supervision
- evidence of using team work to produce effective decision making

Knowledge:

- relevant Departmental and service policies and procedures listed in the range of variables
- recognition of discriminatory behaviour
- relevant aspects of legislation applying to the range of variables
- communication including reporting and conflict management
- interviewing/counselling/negotiation and mediation techniques
- cultural awareness
- risk/conflict management
- principles of change management
- Case Management
- Justice System structures and philosophy

Knowledge: *cont'd*

- community networks, protocol, leaders, services and agencies
- Industrial relations in the corrections industry
- management and leadership styles and culture

Interdependent assessment of units

This unit should be assessed in conjunction with units which relate to the function of management and should be assessed in conjunction with other units which require planning and coordination, the delivery and evaluation of services and the supervision of teams.

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

CSC300A. Provide guidance and counsel

This unit is concerned with complex negotiation in critical incidents and the development of strategic responses designed to resolve threatening incidents

Element	Performance Criteria
1. Determine strategies for a required resolution	<ul style="list-style-type: none"> • All aspects of the incident are analysed for degree of hazard, priorities, optional outcomes and appropriate strategies • Information on the incident is sought from a range of sources and analysed to determine strategies and priorities • Immediate and long term objectives are determined and assessed against resources and priorities • A range of communication techniques are applied to make and maintain contact with the key people • Clear and factual information is provided to enable an honest and realistic assessment of the interests of the key people and their positions • Options for resolving the conflict and their likely consequences are expressed clearly and an analysis of the benefits and costs is encouraged • Agreements are confirmed and acted on and points of disagreements are reassessed for common positive positions
2. Coordinate support services	<ul style="list-style-type: none"> • The need for support services is assessed in terms of the determined strategies and priorities • Resources of support services are negotiated according to established procedures and availability • Information on strategies is provided to support services and communication is maintained • Roles and responsibilities are delegated according to expertise and resources

3. Restore order

- Incidents are assessed for degree of risk and appropriate action is taken to reduce and remove the impact of the incident and restore order
- Response and action taken are designed to minimise risk and the preserve the safety and security of all involved
- Action taken to prevent the escalation of the incident is appropriate to the circumstances and agreed procedures.
- Responses and emergency action give priority to the protection of individuals from harm.
- Individual responses to action and stress are anticipated, evaluated and support is provided at the level required to minimise any adverse effects
- Use of force for the restoration of control and the maintenance of security is carried out in the least restrictive manner.
- Reports are completed accurately and clearly and are provided to the appropriate authority promptly
- Review, evaluation and analysis of the incident and the organisational response to it are undertaken and reported to promptly and accurately.

4. Provide support and leadership to team

- Allocation of roles and responsibilities recognises the skills and contribution of team members
- Clear accurate and relevant information guidance and support are provided to meet individuals needs
- Positive use is made of conflict to enhance individual growth and relationships
- Immediate feedback on performance is provided in a constructive way
- Team members are actively encouraged to provide ideas and feedback
- Directions and action taken maintained safety and protection of team members at all times

A. Range of Variables

This unit has been designed for significant contextualisation to allow for a wide range of industry environments and work roles and responsibilities, including those in which this function is part of a generic management role and those in which this is a specialist service function.

Procedures and guidelines covering breaches of policy, regulation, orders and security may be found in the following organisation policies:

- Occupational Health and Safety
- Responding to Emergencies
- Use of Force Regulations
- Use of Firearms/weapons Regulations
- Security procedures
- Accountability and reporting
- Department Regulations, protocol and procedures
- Incident Reporting
- Code of Conduct
- legislation/statutory obligations as basis for policies
- Duty of care

Responses to minimise risks will include:

- strategic negotiation
- separation/isolation
- communication
- use of security system
- mediation
- defusing strategies
- use of force
- restraint
- crowd control
- counselling
- specialists/experts
- intervention
- mediation
- special watch
- cultural support specialists
- referrals
- searches
- removal of hazard

Support Services will include those managed within the organisation and those provided by other agencies and services including but not exclusively:

- Emergency services
- Police
- Special tactical response team
- Fire
- Health/medical
- Mediators
- Negotiators
- Occupational Health and Safety Team

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit may be assessed off the job, for example, in a training simulation or in the workplace under controlled environment.

C. Evidence Guide

Because of the unpredictable nature of the applications covered in the unit, assessment may be against events considered retrospectively, through records, documentation, log books and reflection and interviews.

Evidence must include observation of performance in the workplace or evidence generate in the workplace as well as performance in a simulated environment. and

Key Outcomes

- evidence of effective communication strategies including negotiation, counselling, mediation, advocacy demonstrated under pressure
- evidence of knowledge and application of organisations policies, procedures and guidelines for critical incidents
- evidence of accurate and safe use of all emergency equipment
- evidence of managing effective outcomes using strategic planning, team leadership and situational analysis

Knowledge required:

- organisation's policies, guidelines and procedures related to control and surveillance, safety and preventing and responding to incidents and breaches of orders covered in the range of variables.
- organisation's management and accountability systems
- teamwork principles and strategies
- first aid techniques
- theories and observations of human behaviour
- individual values and impact on behaviour and response
- principles of force and reaction to force
- principles of effective communication
- counselling strategies
- specific statutory requirements related to the range of variables and the work role
- organisation's reporting procedures and practice
- guidelines for use of equipment and technology
- duty of care
- Code of Conduct
- operation of emergency and response equipment

Skills Required

- situational analysis
- leadership and teamwork
- delegation
- complex communication
- negotiation
- mediation
- stress management
- strategic language

- use of emergency equipment

Interdependent assessment of units

This unit should be assessed in conjunction with units which relate to the function of incident and risk management, teamwork and strategic planning such as:

PSX0127/31. Coordinate a work team

CSC270A. Manage a work unit

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

CSC080A. Contribute to supervision, surveillance and monitoring

CSC110A. Maintain safety and security

CSC120A. Maintain security system

CSC150A. Use and organise the maintenance of workplace equipment

PSX0127/29. Develop, implement and promote effective communication techniques

CSC290A. Maintain occupational health and safety practice

This unit is concerned with the competencies required to maintain and evaluate the organisation's occupational health and safety system in order to ensure that the workplace is, so far as is practicable, safe and without risks to the health of employees.

Element	Performance Criteria
1. Maintain the framework for the occupational health and safety system in the area of responsibility.	<ul style="list-style-type: none"> • Occupational health and safety policies are developed which clearly express the <i>organisation's commitment</i> with respect to occupational health and safety within the area of managerial responsibility and how relevant occupational health and safety legislation will be implemented, consistent with overall <i>organisational policies</i> • Occupational health and safety responsibilities and duties which will allow implementation and integration of the occupational health and safety system are clearly defined, allocated and included in job descriptions and duty statements for all relevant positions • Financial and human resources for the operation of the occupational health and safety system are identified, sought and/or provided in a timely and consistent manner • Information on the occupational health and safety system and procedures for the area of responsibility is provided and explained in a form which is readily accessible to employees
2. Establish and maintain participative arrangements for the management of occupational health and safety	<ul style="list-style-type: none"> • Appropriate consultative processes are established and maintained in consultation with employees and their representatives in accordance with relevant occupational health and safety legislation and consistent with the <i>organisation's overall process for consultation</i> • Issues raised through participation and consultation are dealt with and resolved promptly and effectively in accordance with procedures for issue resolution • Information about the outcomes of participation and consultation is provided in a manner accessible to employees

3. Establish and maintain procedures for identifying hazards
- Existing and potential hazards within the area of managerial responsibility are correctly identified and identification confirmed in accordance with occupational health and safety legislation, codes of practice and trends identified from the occupational health and safety records system
 - A procedure for ongoing identification of hazards is developed and integrated within systems of work and procedures
 - Activities are appropriately monitored to ensure that this procedure is adopted effectively throughout area of managerial responsibility
 - Hazard identification is addressed at the planing, design and evaluation stages of any change in the workplace to ensure that new hazards are not created
4. Establish and maintain procedures for assessing risks
- Risks presented by identified hazards are correctly assessed in accordance with occupational health and safety legislation and codes of practice
 - A procedure for ongoing assessment of risks is developed and integrated within systems of work and procedures
 - Activities are monitored to ensure that this procedure is adopted effectively throughout the area of managerial responsibility
 - Risk assessment is addressed at the planning design and evaluation stages of any change within the area of managerial responsibility to ensure that the risk from hazards is not increased
5. Establish and maintain procedures for controlling risks
- Measures to control assessed risks are developed and implemented in accordance with the hierarchy of control, relevant occupational health and safety legislation, codes of practice and trends identified from the occupational health and safety records system
 - When measures which control a risk at its source are not immediately practicable, interim solutions are implemented until a permanent control measure is developed
 - A procedure for ongoing control of risks, based on

the hierarchy of control is developed and integrated within general systems of work and procedures

- Activities are monitored to ensure that the risk control procedure is adopted effectively throughout the area of managerial responsibility
 - Risk control is addressed at the planning, design and evaluation stages of any change within the area of managerial responsibility to ensure that adequate risk control measures are included
 - Inadequacies in existing risk control measures are identified in accordance with the hierarchy of control, and resources enabling implementation of new measures are sought and/or provided according to appropriate procedures
6. Establish and maintain organisational procedures for dealing with hazardous events
- Potential hazardous events are correctly identified
 - Procedures which would control the risks associated with hazardous events and meet any legislative requirements as a minimum are developed in consultation with appropriate emergency services
 - Appropriate information and training is provided to all employees to enable implementation of the correct procedures in all relevant circumstances
7. Maintain an occupational health and safety quality system
- An occupational health and safety training program is implemented to identify and fulfil employees' occupational health and safety training needs as part of the *organisation's general training program*
 - A system for keeping occupational health and safety records is maintained to allow identification of patterns of occupational injury and disease within the area of managerial responsibility
 - The effectiveness of the occupational health and safety system and related policies, procedures and programs is assessed according to the *organisation's aims* with respect to occupational health and safety
 - Improvements to the occupational health and safety system are developed and implemented to ensure more effective achievement of the *organisation's aims* with respect to occupational health and safety
 - Compliance with occupational health and safety legislation and codes of practice is assessed to

ensure that legal occupational health and safety standards are maintained as a minimum

A. Range of Variables

This unit involves application of relevant occupational health and safety legislation and codes of practice, particularly general duty of care requirements for the maintenance of records of occupational injury and disease, provision of information and training, dealing with occupational health and safety committees, health and safety representatives and issue resolution.

This unit includes processes for consultation include occupational health and safety committees, consultation with health and safety representatives, issue resolution procedures and participative/consultative procedures conducted by supervisory staff within the area of managerial responsibility.

This unit includes monitoring of activities may include review of written reports, performance appraisal or auditing procedures.

Relevant positions for implementing the occupational health and safety system will include managers, supervisors, occupational health and safety officer/manager and first aid officers.

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit will be assessed on the job or off the job through a structure learning process based on industry workplace material and requirements.

C. Evidence Guide

Key Outcomes

- Evidence of detailed knowledge of all relevant occupational health and safety legislation and codes of practice and how they will be implemented within the area of responsibility is required.
- Evidence of understanding of the hierarchy of control (the preferred order of risk control measures from most to least preferred, that is, elimination, engineering controls, administrative controls and, lastly, personal protective equipment) is required.
- Competence may be demonstrated working individually, or under the guidance of, or as a member of a team with, specialist occupational health and safety staff, managers or consultants.
- Evidence of understanding of the significance of equal employment opportunity principles and practices for occupational health and safety is required.
- Evidence of understanding of the significance of other management systems and procedures for occupational health and safety is required.

- Evidence of knowledge of literacy levels and communication skills of employees in the area of managerial responsibility and consequent suitable communication techniques is required.

Interdependent assessment of units

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

CSC110A. Maintain safety and security

PSX0127/29. Develop, implement and promote effective communication techniques

CSC270A. Manage a work group

This unit is concerned with the competencies required to promote positive choices and behaviour change and to deal effectively with conflict, anxiety and uncooperative behaviour

Element	Performance Criteria
1. Encourage awareness of behaviour	<ul style="list-style-type: none"> • Clear, accurate and relevant information is provided which is designed to develop awareness and understanding • The individual is encouraged to identify the consequences of behaviour to self and others • Unacceptable attitudes and behaviour are constructively addressed and changes are negotiated
2. Encourage personal responsibility	<ul style="list-style-type: none"> • The individual is encouraged to determine realistic and achievable individual goals • Barriers to behaviour and attitude change are identified and positive approach is supported • Levels of motivation and commitment are assessed and positive elements are encouraged • Realistic options for change are identified, assessed for contribution to achieving goals and selected in consultation with the individual • Progress is monitored against agreed objectives and timetable and achievements are given positive encouragement • Individual is assisted to monitor own progress and response to setbacks and relapses
3. Promote self-management	<ul style="list-style-type: none"> • The individual is supported in identifying the sources and effects of personal difficulties • The individual is helped to identify patterns of behaviour that may be contributing to the identified problems • Support is provided to enable the individual to identify and implement positive alternative behaviours

- Feedback is provided to enable further awareness of the effects of behaviour
 - Positive reinforcement of acceptable behaviour and progress in change is provided when indicated
 - Resources required to provide support are identified and assessed for effectiveness and suitability
 - Personal development and training opportunities designed to promote behaviour change are identified and participation is encouraged or required
4. Manage conflict and negative responses
- Clear and accurate feedback is given regarding behaviour and its effects and implications
 - Clear and reasonable boundaries for behaviour are set and agreement is sought
 - A range of strategies to manage effective interactions are developed and employed

A. Range of Variables

This unit has been designed to relate to the guidance and counsel provided to offenders for whom guidance and counsel may be part of case management, service and support provision for offenders, clients and also team members where the worker has a responsibility for the supervision and performance management of other staff or others.

Behaviour may include:

- breaches of code of conduct, duty of care, organisational procedures
- conduct or attitudes which jeopardises work role and responsibilities
- interpersonal conflict
- discrimination
- failure to meet performance requirements
- inappropriate/unprofessional behaviour
- committing offences
- drug/alcohol usage or abuse
- racial abuse/vilification
- verbal/physical/domestic violence
- sexual assault/harassment
- contact with people restricted by orders or directions
- visit to areas restricted by orders or directions
- breach of an order or condition
- not complying with reasonable directions
- breach of prison/service regulations
- antisocial behaviour

- risk to self and others
- manufactured and natural obstacles to communication

Goals may include:

- complying with directions and orders
- those set out in case management plan
- those set by the individual
- short term and long term
- those included in peer appraisal, workplace assessment

Identified problems may include:

- psychological
- psychiatric
- social
- employment/educational
- financial
- relationships
- health
- dependencies
- sexual
- developmental
- cultural
- spiritual
- communication
- disability
- age
- attitude
- confidence and self-esteem

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace or in a suitable simulation considering the implication of privacy and confidentiality in the assessment process. Where direct observation is not possible, documentation, reflection and interviews should be used.

C. Evidence Guide

Assessment should include application across the range of variables relevant to the requirements of the organisation, service, enterprise, workplace and defined work role and responsibility.

Key Outcomes

- evidence of knowledge of impact of personal and organisational values
- evidence of effective communication strategies for counselling, mediation, negotiation, advocacy and conflict management
- evidence of application of principles of individual responsibility, autonomy and accountability
- evidence of strategies for behaviour management and change

Knowledge required:

- cultural, gender, religious and social issues relevant to the individual and circumstances
- service policies and procedures related to case management and professional role
- behavioural/social theory
- role and function of the Criminal Justice System
- relevant ethical, professional standards
- service code of conduct
- principles of duty of care
- organisations and department's record keeping/reporting systems
- research and analysis methodology
- welfare system/community and professional support services
- effects of values and beliefs on own behaviour
- forms of discrimination, obvious and subtle
- relevant conditions of orders
- workplace assessment
- industrial relations principles relevant to own and team members responsibilities

Skills will include:

- effective communication/and interpersonal relations, analysis
- interviewing
- counselling techniques
- report writing

Interdependent assessment of units

Competencies in this unit should be assessed in conjunction with related competencies covered in other units such as:

CSC080A. Contribute to supervision, surveillance and monitoring

CSC160A. Implement planned approach to offender management

BSX0008\6 Conduct assessment

PSX0127/31. Coordinate a work team

CSC270A. Manage a work unit

CSC280A. Resolve incidents which jeopardise safety and security

CSC290A. Maintain occupational health and safety practice

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

This unit is concerned with the gathering and validating of information necessary to provide essential advice in the investigation, review and evaluation of matters for social and organisational policy development and decision making

Element	Performance Criteria
1. Select appropriate research strategies	<ul style="list-style-type: none"> • Research strategies are selected which are appropriate for the requirements of the research and the available resources • A combination of research methods are selected to promote the viability of the outcomes • The selection of research strategies is negotiated with key people
2. Gather information	<ul style="list-style-type: none"> • All relevant information sources are identified and suitable methods of collecting information are used • Materials and aids needed to conduct research are designed and allocated • Information is collected in the determined times and methods and recorded and stored according to negotiations with the sources
3. Consult with key people	<ul style="list-style-type: none"> • A representative range of people and groups with an interest in the issues is identified and consulted • Information is reviewed, checked for accuracy and the need for further information is identified and followed up • Consultation is undertaken <i>according to agreed practices and protocol of own and other agencies</i> • The comments and views of all interests consulted are considered and incorporated where relevant
4. Organise and analyse information	<ul style="list-style-type: none"> • Information is organised in a form which lends itself to analysis and is suitable for the purpose of the research • Information is checked with other available research • Data is confirmed with those who provided it and is

reported clearly and comprehensively

- Patterns, observations and explanations are justified by the information and the context
 - The conceptual framework of the analysis and the assumptions is clearly explained to those being consulted and in reporting
5. Report the findings of the research
- Complete and accurate details of the research methodology, information and analysis are reported
 - Opportunities are provided for the validation of the research findings using a range of feedback from key people and a range of different processes
 - The research findings are reported in an accessible and useable style and format
 - The results of the research are reported and made available to all key people who have an interests in the issues researched

A. Range of Variables

The contexts for undertaking research for specific purposes may include:

- preparation of a range of organisational information for policy development, strategic planning, marketing and promoting services, planning new services, reviewing existing services, providing advice to management
- responsibility for research specific to a service, its clients, interests and relationship within the wider system
- responsibility for research for specific client interests and issues
- research into the interests of the criminal justice system or correctional services

Key people or stakeholders may be:

- within the organisation or department
- in other services, agencies or departments
- in the education/training field
- other researchers
- management
- industry representatives
- community leaders
- colleagues
- offenders
- service and department clients

Sources of information and consultation will include:

- personal contact
- paper based
- electronic, including Internet
- internal and external documents
- data bases
- resource material

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in any setting where research is undertaken preferably in relation to actual issues and material of the workplace and applied to the range of variables relevant to the enterprise and the work role.

C. Evidence Guide

Evidence for this unit is likely to be through documentation of actual research undertaken.

Key Outcomes

- evidence of applying a range of research strategies relevant to the nature of the research
- evidence of use of a wide range of information sources
- evidence of effective consultation with a relevant range of key people
- evidence of knowledge of organisations consultation, reporting and accountability systems and processes
- evidence of skills of analysis applied to complex data
- evidence of literacy, language and written presentation skills for formal report writing
- evidence of personal time management

Knowledge required should include:

- agency, organisation and legislative requirements, policies, procedures, practice
- current and suitable research methodologies
- consultation models, protocol and practice
- information systems, manual and electronic
- any relevant professional code of ethics
- report presentation
- cultural implications of research methods
- cultural analysis of information

Skills required should include:

- wide range of consultation methods
- confident in complex communication
- negotiation with a wide range of know and unknown stockholders
- negotiation with senior management and specialist professional
- complex written communication
- interpretation and analysis of data and information
- complex problem solving
- use of information technology

- networking
- cross cultural awareness and communication

Interdependent assessment of units

This unit should be assessed holistically in conjunction with any other units which require competency in research and report writing

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

This unit is concerned with the competencies required to influence the change management activities of the organisation

Element	Performance Criteria
1. Plan for change	<ul style="list-style-type: none"> • Opportunities are taken to develop and communicate solutions to problems in the workplace • Opportunities to proceed with change are assessed to determine whether to proceed and the outcomes are advised to senior staff • Staff, management, unions and clients are involved in developing a change management strategy and plan • Plans for implementing change demonstrate an awareness of the industrial context
2. Implement change in the workplace	<ul style="list-style-type: none"> • Resources are required to implement change are determined and allocated as required and according to priorities • Direction and support in change facilitation is provided to team members to enable commitment and a collective focus • Cooperation is enlisted from key personnel to assist in and support the implementation of change • The operational aspects of change within the work unit are routinely communicated to colleagues • Training is organised where required to ensure change is able to be adopted
3. Evaluate change	<p>Feedback and monitoring mechanisms are put in place to ensure implementation of change meets strategic plans and objectives</p> <p>The impact of change is monitored and evaluated according to evaluation mechanisms</p> <p>Feedback on the impact of change is provided to senior staff as input to planning and policy development and reporting.</p>

A. Range of Variables

This unit is a generic management unit adopted from the Public Administration National Standards and will require contextualisation for correctional services enterprises and jurisdictions and relevant applications of organisational and systemic change.

Change in the workplace can include:

- implementation of new work practices
- machinery of government change
- budgetary reform
- organisational restructure
- technology transfer to the workplace
- emerging community issues
- new government programs
- natural disasters
- staffing changes

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace applying workplace context and material drawn from the range of variables and relevant to the enterprise requirements and the defined work role.

C. Evidence Guide

This unit should be assessed in the range of variables required by the workplace and the defined work role

Key Outcomes

- evidence of knowledge of the industry and the context and environment in which change is occurring
- evidence of knowledge of the impact and effects of change on individuals and organisations
- evidence of supportive and effective teamwork and leadership
- evidence of the organisations philosophy, policies, guidelines, practice, management structures including systems and objectives

Knowledge Required:

- theoretical frameworks and models for organisational change
- consultative mechanisms and protocol of the organisation
- organisational structures accountability and reporting systems
- the political and industrial context of the industry
- organisational and departmental objectives and strategic plans

Interdependent assessment of units

Competency in this unit should be assessed holistically in conjunction with other units such as:

CSC330A. Conduct training

BSX0008\6. Conduct assessment

CSC260A. Plan and coordinate a range of services to offenders and clients

CSC270A. Manage a work unit

CSC290A. Maintain occupational health and safety practice

CSC310A. Undertake research for specific purposes

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

CSC270A. Manage a work unit

CSC300A. Provide guidance and counsel

This unit is concerned with the workers role in planning and evaluating learning arrangements and assessment as a contribution to recurrent learning and maintenance of current competence in the organisation.

Element	Performance Criteria
1. Plan learning strategies	<ul style="list-style-type: none"> • Performance plans and the required competencies are used to identify learning needs and plan learning strategies based on workplace goals. • Learning agreements are formed which contribute to immediate knowledge and skill needs, and to career goals. • New learning opportunities are created to provide and extend choices for individuals to undertake their learning within agreed parameters. • Modern methods of delivery of learning are assessed to determine their suitability for inclusion in learning methods. • Career long learning is promoted within the continuous improvement processes of the organisation. • Strategies are developed for work group/team to share responsibility for learning activities.
2. Plan and review assessment of workplace competence	<ul style="list-style-type: none"> • Collaborative processes are used to ensure that the person(s) being assessed is fully involved in planning and reviewing the assessment process. • Plans are prepared to assess workplace competence. • Assessment instruments are developed to assess an individual and team's workplace competence. • Assessment process is reviewed and adjusted as part of <i>the organisation's continuous improvement processes</i>.

3. Evaluate the effectiveness of learning

- Collaborative processes are used to evaluate the extent of change in the workplace as a result of the *organisation's policies and practices* to develop a learning environment.
- Adjustments are made to improve training and development arrangements in response to the evaluation outcomes.
- The experience in developing a learning environment is shared with others in the organisation.

A. Range of Variables

This unit is a generic management unit. It will require some contextualisation to provide an enterprise or work role context.

Strategies will include promotion of:

- individual and team competence
- a range of development strategies to suit learning needs
- workplace industrial agreements
- best practice and benchmarking principles and practices
- legislation, codes and practices
- traditional and non-traditional opportunities for team member development
- quality continuous improvement processes
- the principles and practices of a learning organisation
- technical standards established by industry and/or enterprise
- recognition of prior learning and recognition of current competency principles
- business and performance plans

Promotion will extend to:

- environments which range from simple to diverse and complex
- appropriate policies, guidelines and processes
- a level of autonomy ranging from limited to substantial
- ethical standards
- resource parameters which may be defined or negotiated

A range of learning strategies is applied, for example:

- mentoring
- coaching
- exchange/rotation
- action learning
- structured training programs

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit can be assessed in the workplace or where this is not feasible, off the job, for example in a structured learning process using material and applications relevant to the industry and enterprise.

C. Evidence Guide

This unit has been designed to be contextualised to meet the specific requirements of enterprises and should be assessed holistically in combination with units which describe related competencies.

Key Outcomes

- evidence of knowledge and application of National Training Packages and the context of the reforms in vocational education
- evidence of knowledge of organisation policy and procedures for workplace assessment and workplace training
- evidence of application of the management of staff performance and performance reviews
- evidence of knowledge of the industrial relations context and implications for staff development

Knowledge and Skills

The evidence for competent performance typically involves demonstration of the following knowledge and skills both off the job applying relevant enterprise and industry material and directly assessed in application in the workplace across range of variables relevant to enterprise and work role:

- provides leadership and support to the team and organisation to create and sustain a flexible learning environment
- monitors and introduces best practice and benchmarking to improve the learning environment
- plans training at least to Workplace Category 2 standard (Workplace Trainer Competency Standards)
- promotes organisational learning to individuals and teams
- engages in internal and external environments to successfully influence resource decisions for individual and team development
- assesses modern delivery techniques to determine their suitability for use in learning methods
- uses professional and business networks to keep up-to-date with contemporary developments
- promotes the achievement of competencies by colleagues/subordinates
- supports others to develop skills and potential through appropriate learning and assessment strategies
- plans and reviews workplace assessment
- promotes collaborative processes in developing a learning environment
- recognises the significant achievements of staff
- creates opportunities to celebrate individual and team success
- uses contiguous improvement processes to enhance the quality of individual and team performance
- evaluates the effectiveness of learning in developing a competent workforce

Interdependent assessment of units

Competency in this unit should be assessed holistically in conjunction with other units which cover similar work functions and activities, particularly management functions.

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

PSX0127/31. Coordinate a work team

CSC270A. Manage a work unit

CSC300A. Provide guidance and counsel

This unit is concerned with the competencies required to use a broad range of communication techniques to provide information and enhance the public image of the organisation

Element	Performance Criteria
1. Represent the organisation	<ul style="list-style-type: none"> • A positive image of the organisation is promoted at every available opportunity • Issues, policies and practices are effectively communicated to a range of audiences in writing and orally • Authoritative and specialist advice is developed and provided within the area of responsibility
2. Influence others	<ul style="list-style-type: none"> • Interpersonal communication is designed to meet the needs of the audience and the objectives of the presentation • Points of view and information are conveyed in a positive manner which contributes to consensus
3. Liaise and negotiate to achieve outcomes	<ul style="list-style-type: none"> • Negotiation undertaken is effective in achieving the determined objectives of the communication • Conflict resolution techniques are used effectively to ensure agreement and positive outcomes for participants • Appropriate people are identified and are involved in achieving outcomes • Key people are consulted as required to assist in achieving determined outcomes
4. Build and maintain networks	<ul style="list-style-type: none"> • Networks and work relationships are developed and maintained to provide identifiable benefits to organisation, clients and self • Informal and formal networks are identified and contacted to assist in achieving determined outcomes

- Appropriate time and effort is applied to establishing and maintaining networks to ensure their effectiveness in meeting determining outcomes

A. Range of Variables

This unit is a generic management unit. and has been designed to be contextualised to meet the requirements of different enterprises and work roles.

Networks will include:

- formal and informal groups
- internal and external interests
- professional networks and associations
- internal and inter departmental
- range of community and other services and agencies

Oral Communication will include:

- public and spicily targeted presentations
- public promotions
- providing tailored information
- consulting and advising
- chairing and participating in meetings
- briefings
- interviews
- media activities

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit can be assessed off the job, for example in a structured training program applying the context of the enterprise and the work role and across a range of variables relevant across the industry and general management. or in the workplace where the unit should be contextualised to reflect the requirements of enterprise and management systems.

C. Evidence Guide

Performance should be demonstrated across a significant range of variables relevant to the enterprise.

Key Outcomes

- evidence of comprehensive knowledge of organisations philosophy, policies, management structures and systems, accountability, legislative framework, quality maintenance systems, industrial and political framework
- evidence of extensive networks with key people within the organisation and in allied other organisations including the community
- evidence of effective communication strategies of negotiation, public presentations, and the design of promotional material
- evidence of management skills such as coordination, strategic planning and time management

Knowledge required:

- a range of complex oral and written communication techniques
- principles of negotiation
- internal and external services and agencies related to the objectives of the workplace and its clients and services
- principles of public presentation
- detailed information about the management, services and standards of the enterprise and organisation.

Interdependent assessment of units

Competency in this unit should be assessed holistically across work functions and activities in conjunction with other management and planning units.

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

CSC270A. Manage a work unit

CSC310A. Undertake research for specific purposes

This unit is concerned with the analysis of existing and required resources, their effective application to organisation's objectives and priorities and accountability for their use

Element	Performance Criteria
1. Allocate available resources to achieve results	<ul style="list-style-type: none"> • Resources are allocated to enable achievement of work unit objectives • Resource allocation complies with relevant guidelines and legislation • Required resources are identified and obtained
2. Negotiate the use of resources	<ul style="list-style-type: none"> • Current workload is assessed against circumstances, skills, experience and resources available • Effective allocation and acquisition of resources is supported and endorsed with team and colleagues • Effective use of resources is reviewed and reported according to team practices and <i>organisation procedures</i>
3. Monitor, evaluate and report on resource usage	<ul style="list-style-type: none"> • Systems are implemented to enable timely and accurate monitoring and evaluation of resource usage against targets and <i>organisational standards</i> • Records of resource allocation and usage are maintained in accordance with relevant legislation and guidelines • Resource usage issues are identified and addressed • Resource usage is accurately reported in an appropriate format and on a regular basis • Reports are completed to indicate the level of performance achieved and any follow up action required • Appropriate technology is applied to resource management systems.

A. Range of Variables

This is a generic management unit and has been designed to be contextualised to reflect enterprise and work role requirements.

Resources will depend on the size and nature of the workplace and organisation and work role and will include but not exclusively:

- finances
- facilities
- access to services
- stock and supplies
- own and team members time
- own and team members skills/expertise
- equipment
- transport
- technology
- training
- specialised support
- materials/consumable
- accommodation
- living needs
- administration/office equipment and systems

B. Assessment Guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit should be assessed in the workplace.

Key Outcomes

- evidence of knowledge and application of the organisations policies procedures and practice regarding resource management and accountability, management system and structures, reporting systems
- evidence of the accurate and effective planning, acquisition and accounting for a range of resources in the range of variables

Knowledge required:

- aspects of organisation's policies, objectives, principles, philosophy, strategic plans, procedures relevant to the objectives of the organisation and the use of its resources
- individual and colleagues/team roles and responsibilities
- organisation's management and accountability structure
- principles of team work/group work
- relevant operational procedures for allocation and acquisition of resources
- stock handling procedures
- financial management principles and procedures
- budget processes.

Interdependent assessment of units

Competency in this unit should be assessed holistically in conjunction with other units covering associated workplace functions and activities

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

CSC270A. Manage a work unit

This unit is concerned with responding of the needs of existing and new clients within complex or changing circumstances

Element	Performance Criteria
1. Deliver service which satisfies changing client requirements	<ul style="list-style-type: none"> • Clients are provided with relevant and current information and materials • Service delivery contracts are successfully negotiated and finalised as required • Client service delivery reflects current best practice • Problems in client service delivery are identified and addressed
2. Analyse client needs	<ul style="list-style-type: none"> • Understanding of the options for service delivery is used to match client service to clients needs • Appropriate and accurate records of client needs are developed and maintained • Client requirements are identified and reviewed routinely to ensure that needs will be met • Service delivery is reviewed routinely to ensure it satisfies requirements of clients
3. Promote client service	<ul style="list-style-type: none"> • Service to potential clients is marketed effectively • Potential areas of difficulty in client services are identified and solutions recommended • Client concerns about the service are resolved and complaints of a serious nature referred to senior staff • Responses to clients are actioned within an acceptable timeframe • Available opportunities are used to promote client services

4. Analyse and review client services
- Relevant information on demand and trends is used to review client service delivery
 - The strategic direction of the *organisation guides* the provision of client services
 - Performance indicators are developed to monitor client service delivery

A. Range of Variables

This unit is a generic management unit which will require contextualisation to reflect the design and nature of enterprise structures and service standards and management.

Client services are:

Specific to enterprise, agency mandate and functions

Clients can include:

- Individual members of the public
- Other agencies, community groups
- Other services or management units of the agency
- members of the department
- the contracting agency
- service purchaser
- the Minister/cabinet

B. Assessment guide

Assessment of this unit will be conducted according to the Assessment Guidelines of this Training Package

How will this unit be Assessed?

This unit may be assessed on the job or where this is not feasible, off the job using material and contexts appropriate to the enterprise and work role.

C. Evidence Guide

Key Outcomes

Competency in this unit can be demonstrated by:

- Establishing and maintaining a network of clients
- Incorporating the requirements of specific groups in all client service work
- Positive feedback from clients

Competency in this unit requires the following knowledge:

- Legislative and regulatory frameworks influencing provision of client services
- Current developments in effective client service delivery
- Current quality assurance commitments and processes
- Current performance management systems, policies and processes
- Marketing and promotion techniques

Interdependent assessment of units

This unit should be assessed holistically in conjunction with other management units which address similar work functions and activities.

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

CSC270A. Manage a work unit

CSC260A. Plan and coordinate a range of services for offenders and clients

CSC310A. Undertake research for specific purposes

PSX0127/32. Coordinate resource allocation and usage

This unit is concerned with the competencies for both unit managers and specialised training and staff development workers.

Element	Performance Criteria
1. Confirm the need for training	<ul style="list-style-type: none"> • Information on training needs is collected using appropriate investigation methods • Appropriate methods of analysis are used to interpret the information • Conclusions about the need for training are verified with appropriate personnel
2. Define training requirements	<ul style="list-style-type: none"> • Competencies that relate to specific jobs, roles or functions are identified • Applicable endorsed competency standards are obtained and used • Competencies held by individuals are correctly compared with competencies required for the job, role or function • Training outcomes are identified in consultation with relevant parties • Barriers to learning are identified
3. Develop training programs	<ul style="list-style-type: none"> • The learning outcomes clearly specify performance requirements and underpinning knowledge requirements • Sequence and timing of the learning outcomes are recorded • Strategies are adopted to make training accessible and effective for all trainees • Strategies to overcome barriers to learning are developed • Training methods are identified which are appropriate for: the training outcomes, trainee characteristics • availability of equipment and resources

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- | | |
|---------------------------------|---|
| 4. Prepare learning materials | <ul style="list-style-type: none">• Learning outcomes are identified• Design decisions are taken to overcome barriers to learning• Subject matter required to achieve the learning outcomes is specified• Formats for the material are selected which enhance the learning capability of trainees• Text is appropriate in terms of language, style and level, is used• Clear, accurate visual materials conforming to display conventions are used• Instructions for use of required equipment are provided• Copyright laws are observed |
| 5. Manage training events | <ul style="list-style-type: none">• Resources required for training are identified, and approved by appropriate personnel• A training location is identified and arranged to support the learning opportunities specified• The required equipment, tools and other resources are identified and arranged to support the learning opportunities specified• Arrangements are made with any people who are required to help in the training program• The training environment arranged is safe and accessible |
| 6. Establish training data bank | <ul style="list-style-type: none">• A list of internal training resource people is maintained• External people from whom information on training can be obtained are identified and their names recorded in an accessible form• Training materials and information on training and assessment are held in an accessible form• An up to date register of likely external courses and |

providers is maintained

A. Range of Variables

Training outcomes may be determined by :

- staff development
- performance management
- induction training
- result of performance appraisals and diagnostic assessment
- vocational training of offenders
- developmental education
- life skills and remedial education

Training programs may be:

- structured learning
- on-the-job action learning
- curriculum based
- internal or external to the organisation
- competency based
- learning outcome based

B. Assessment Guide

This unit is included from the Workplace Trainers Category 2 Standards. Assessment will be conducted in accordance with the guidelines of the Workplace Trainers Training Package.

How will this unit be Assessed?

Assessment will be based on the performance on the job, in the workplace.

C. Evidence Guide

Evidence of satisfactory performance in this unit is best gathered from a review of the documented training program and materials and discussion with the trainer

Key Outcomes

- recognition of barriers to learning among trainees such as language, literacy and numeracy skills, or barriers arising from cultural background, physical impairment or previous experience of the trainees
- knowledge of a variety of presentation/training methods
- evidence of accurate and accessible training database
- evidence of learning materials which meet the requirements of Training Packages

Knowledge and evidence of competence:

- knowledge of investigation methods
- acceptable rationale for choice of investigation methods
- necessary range of investigations
- justification for choice of methods to determine competencies if endorsed competency standards are not available
- explanation of training methods selected
- recognition of barriers to learning (see above)
- criteria employed for selecting media, text and visual materials
- basic knowledge of display conventions

- knowledge of the import of copyright laws
- record of venues
- knowledge of relevant safety and health standards to be observed
- indexed, annotated records of internal and external training resources

Interdependent assessment of units

This unit should be assessed holistically in conjunction with other units which cover related competencies including

BSX0008\6. Conduct assessment

CSC320A. Promote a learning environment

CSC250A. Develop and coordinate a range of services to offenders

BSX0008\7. Review and promote training

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

This unit is concerned with the competencies required by specialist training and staff development workers.

Element	Performance Criteria
1. Prepare trainees for the learning experience	<ul style="list-style-type: none"> • Training objectives and learning outcomes are explained to, and discussed with, trainees • Any barriers to learning are explored with trainees • The sequence of activities to be followed in the training program is explained to trainees • Ways in which the competencies are to be developed and assessed are explained to, and discussed with, trainees
2. Present training session	<ul style="list-style-type: none"> • Presentation and training methods are structured and appropriate for the development of the competencies by the trainees • Presentation and training methods provide variety, encourage participation and reinforce key points • Presentation process is reviewed and modified as necessary to meet trainees' learning needs • Training equipment and materials are used in a way that improves the trainees' learning • Information is clear and accurate and presented in correct sequence • Trainees are encouraged to participate by asking questions, clarifying points of concern and contributing comments at appropriate and identified stages • Supplementary information is provided to enhance and clarify understanding as required • Summaries of key points are used at appropriate times in the presentation session to reinforce learning

- 3. Support trainees in managing their own learning
 - Resource materials suitable for self-managed learning are provided
 - Trainees are briefed in their role
 - Health and safety hazards are pointed out to trainees
 - Timely information and advice is given to trainees during the learning process
 - Assistance is provided to those who require help
 - Opportunities to make choices and decisions are provided

- 4. Facilitate group learning
 - Trainees are briefed on the rationale, process and outcomes of a group approach
 - Group training methods are used to maximise learning effectiveness
 - Individuals are assigned to groups in which they can work effectively
 - Groups are provided with clear directions, and guidance on content and process as required
 - Groups are assisted to recognise the needs and requirements of individual member
 - Interventions by the trainer in group discussions are properly managed
 - Review of group processes is shared between the participants and the trainer

- 5. Provide opportunities for practice
 - Practice opportunities are provided according to the specific learning situation and the training program
 - Trainees' readiness for assessment as having achieved competency is monitored and discussed with trainees
 - Process, rationale and outcomes of practice are discussed with trainees
 - Constructive feedback and reinforcement are provided during practice

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| 6. Provide feedback on progress to trainees | <ul style="list-style-type: none"> • Trainees' progress is evaluated against learning outcomes, <i>organisation and trainee goals</i> • Feedback is given to trainees on the outcomes of progress review • Trainees are helped to consider their progress • Progress results are diagnosed to provide a guide for the approach to next steps in training |
| 7. Review delivery experience | <ul style="list-style-type: none"> • Trainees' reaction to the delivery is sought and discussed at appropriate times • Trainer's performance is self-assessed against predetermined goals • Adjustments to delivery practices are considered and incorporated |

A. Range of Variables

Trainees may include:

- workers operating under a New Apprenticeship contract
- participants in a structured learning exercise
- workers who are mentored, coached or provided on the job action learning
- applicants for any qualification level

Training outcomes may be determined by:

- staff development
- performance management
- induction training
- result of performance appraisals and diagnostic assessment
- vocational training of offenders
- developmental education
- life skills and remedial education

Training programs may be:

- structured learning
- on-the-job action learning
- curriculum based
- internal or external to the organisation
- competency based
- learning outcome based

B. Assessment Guide

This unit is included from the Workplace Trainers Category 2. Standards and assessment will be conducted according to the requirements of the Assessment Guidelines of the Workplace Trainers Training Package

How will this unit be Assessed?

This unit will be assessed on the job, in the workplace or in the environment required by defined work role and responsibilities.

C. Evidence Guide

Evidence of satisfactory performance in this unit is best gathered from observation of training delivery in a number of settings, with different training programs. Discussion with the trainer will be necessary.

Key Outcomes:

demonstrated evidence of:

- ways of addressing any barriers to learning among trainees such as language, literacy and numeracy levels, or barriers arising from the cultural background, physical impairment or previous experience of the trainees
- explanation of the criteria for selection of resource materials
- understanding of group processes and dynamics
- evidence of changes made to subsequent delivery practices based on feedback from trainees

Knowledge of:

- relevant industry Training Packages and National Competency Standards
- current training and workplace assessment policies and requirements
- organisations training and workplace assessment policies and records and performance management and appraisal systems
- industrial relations requirements and implications of workplace training and assessment

Interdependent assessment of units

This unit should be assessed holistically in conjunction with assessment of other units covering allied functions.

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

BSX0008\6. Conduct assessment

PSX0127/29. Develop, implement and promote effective communication techniques

CSC320A. Promote a learning environment

PSX0127/32. Coordinate resource allocation and usage

This unit is concerned with the competencies required by managers and specialist training and staff development workers.

Element	Performance Criteria
1. Evaluate training	<ul style="list-style-type: none"> • Training is evaluated against identified needs and outcomes • Trainees are encouraged to raise problems or difficulties with any aspect of the training session • Trainees' reaction to training session is sought • Trainees are encouraged to evaluate their progress towards achieving competency in the skill or job • Own performance is reviewed against session objectives and in response to trainees' comments • Provision of training within approved budget is reviewed • The results of the evaluation are used to guide further training
2. Record training data	<ul style="list-style-type: none"> • Details of training program and participants are recorded in accordance with organisation/industry and/or legislative requirements • An appropriate means of storing information on trainees, training programs, and equipment, materials and resources is established and maintained • Existing recording systems are reviewed and improvements suggested • Training records are made available to authorised persons and trainees at the required times according to <i>organisational requirements</i> • Records are securely stored

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| 3. Report on training | <ul style="list-style-type: none">• Reports on training in the organisation are prepared and provided according to <i>organisational requirements</i>• Reports are made on future training initiatives• Information on achievements of the <i>organisation's training</i> is analysed and publicised• The contribution of training to <i>organisational goals</i> is reported |
| 4. Promote training | <ul style="list-style-type: none">• Advice on the development of training plans is provided to appropriate committees, or personnel• Information on planned training events is made widely available• Benefits of training to individuals and the organisation are publicised• Promotional activities are regularly monitored for effectiveness• Information is distributed concerning the relationship between training reform and the organisation |

A. Range of Variables

Trainees may include:

- workers operating under a New Apprenticeship contract
- participants in a structured learning exercise
- workers who are mentored, coached or provided on the job action learning
- applicants for all levels of qualifications

Training outcomes may be determined by :

- staff development
- performance management
- induction training
- result of performance appraisals and diagnostic assessment
- vocational training of offenders
- developmental education
- life skills and remedial education

Training programs may be:

- structured learning
- on-the-job action learning
- curriculum based
- internal or external to the organisation
- competency based
- learning outcome based

B. Assessment Guide

This unit has been included from the Workplace Trainers Category 2 Standards. Assessment will be conducted in accordance with the assessment guidelines of the Workplace Trainers Training Package.

How will this unit be Assessed?

This unit will be assessed on the job.

C. Evidence Guide. Evidence Guide

This unit is included from the Workplace Trainer Category 2. Standards. Evidence of satisfactory performance in this unit is best gathered by a review of the documentation completed in reviewing and recording the training and its outcomes and promotional material developed by the trainer. Discussion with the trainer will be necessary.

Key Outcomes

Evidence of:

- evaluation reports
- knowledge of the organisation's record keeping and retrieval systems, security and access procedures
- awareness of legislative and privacy requirements
- indexed, annotated records of internal and external training

Interdependent assessment of units

Competencies will be assessed holistically in conjunction with other units covering similar work functions or activities

Competency in this unit might be more validly determined after competency has been established in:

CSC030A. Contribute to achieving the goals of the justice system

PSX0127/29. Develop, implement and promote effective communication techniques

CSC310A. Undertake research for specific purposes

PSX01217/32. Coordinate resource allocation and usage