



Australian Government

CSCOFM023 Establish offender management practices

Release: 1

CSCOFM023 Establish offender management practices

Modification History

Release	Comments
1	This unit was released in CSC Correctional Services Training Package release 1.0 and meets the Standards for Training Packages. This unit supersedes and is equivalent to CSCOFM601A Establish offender management practices.

Application

This unit describes the skills required to develop an offender case management system and design and monitor system implementation procedures.

This unit applies to those working in management or supervisory roles within offender management. This role may be undertaken in a custodial environment or community correctional services setting.

The skills and knowledge described in this unit must be applied within the legislative, regulatory and policy environment in which they are carried out. Organisational policies and procedures must be consulted and adhered to, particularly those related to offender management.

Those undertaking this unit work autonomously drawing upon and evaluating support from a broad range of resources. The role requires high level organisation, communication and evaluation skills.

No licensing, legislative or certification requirements apply to this unit at the time of publication.

Competency Field

Offender management

Elements and Performance Criteria

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the range of conditions section.
1. Develop a case	1.1 Ensure that assessment of organisation's needs is undertaken

management system	according to organisation's philosophy, strategic plans, purpose and structure. 1.2 Consult information on a range of suitable interventions to address immediate, short and longer-term needs of the organisation's clients. 1.3 Consult key people in the organisation to ensure issues and options for their resolution are explored thoroughly. 1.4 Negotiate common goals, objectives and processes and establish agreement with key people. 1.5 Explore a range of options for addressing the organisation's needs and include selected options in case management processes. 1.6 Determine processes for monitoring achievement of goals, timeframes and resources through consultation in the system planning stage. 1.7 Define roles, responsibilities and accountabilities for clients, stakeholders, workers and service providers. 1.8 Negotiate and get agreement on processes of appeal and the renegotiation of services and include in the system plan. 1.9 Identify and address relevant social, family, community, cultural and ideological considerations in the case management process.
2. Design and monitor implementation procedures	2.1 Put in place practical strategies and resources to support key people involved in implementation. 2.2 Define negotiable and non-negotiable aspects of the case management process, and include controls to ensure they are maintained. 2.3 Negotiate and reach agreement on ongoing case management processes with key people in the organisation. 2.4 Ensure contracts with external service providers accurately reflect purpose, policies, objectives, timing and resource constraints. 2.5 Create procedures that ensure information is shared between key people in the organisation and those involved in the implementation of the processes. 2.6 Review and measure the progress of specialist client service delivery against defined performance indicators. 2.7 Check that procedures clearly define methods of dealing with crisis and risks. 2.8 Ensure that the case management process is understood and agreed to by involved supervisory staff. 2.9 Ensure procedures define resource evaluation methods for the ongoing implementation of the process. 2.10 Complete all relevant reporting procedures.

Foundation Skills

The foundation skills demands of this unit have been mapped for alignment with the Australian Core Skills Framework (ACSF). The following tables outline the performance levels indicated for successful attainment of the unit.

ACSF levels indicative of performance:

1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Learning					Reading					Writing					Oral communication					Numeracy				
Performance variables																								
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Support					Context					Text complexity					Task complexity									

Further information on ACSF and the foundation skills underpinning this unit can be found in the [Foundation Skills Guide](#)

<http://www.govskills.com.au/guides/correctional-services/foundation-skills-guide> on the GSA website.

Unit Mapping Information

Supersedes and is equivalent to CSCOFM601A Establish offender management practices.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=114e25cd-3a2c-4490-baae-47d68dcd2fde>

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Assessment Requirements for CSCOFM023 Establish offender management practices

Modification History

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1	These Assessment Requirements were released in CSC Correctional Services Training Package release 1.0 and meet the Standards for Training Packages.

Please refer to the advice in the CSC Assessment Guide.

Performance Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the candidate must demonstrate evidence of performance of the following on at least one occasion.

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

Knowledge Evidence

Evidence required to demonstrate competence must satisfy all of the requirements of the elements and performance criteria. If not otherwise specified the depth of knowledge demonstrated must be appropriate to the job context of the candidate.

- relevant policy including environmental and/or sustainability practices, procedures and legislation and statutory requirements related to offender management and services, quality management and assurance, organisational programs and services, strategic plans, and case management protocols and procedures

- different models of intervention and behaviour change management
- organisational and cultural protocols and systems
- family structure, dynamics, communication and decision making
- family support and family casework strategies
- range of community services and available resources
- indicators of abuse and accepted intervention strategies
- effects of abuse on human development
- effects of different forms of intervention
- effects of incarceration
- operational planning processes
- report writing and documentation requirements
- stress-management techniques
- meeting procedures and facilitation
- developing and maintaining appropriate networks
- program specific knowledge, including:
 - organisation's policies, objectives and program requirements for addressing offending behaviour using a case management approach
 - organisation's criteria and protocols for suitability of programs and conditions for referral to programs within the organisation and in other agencies
 - range of approaches used to prevent and reduce the harm caused by specific offending behaviour and behaviour likely to lead to offending
 - theories of power and their analysis of relationships in the correctional environment
 - intervention techniques that use personal responsibility and motivation and a range of alternative strategies
 - partnership accountability that makes practice open to those who have an investment in the outcomes of case management and its role in reducing offending behaviour
 - restorative justice programs in which justice shifts from seeing crime as an offence against the state to treating it as an offence against people and relationships and tackling reconciliation and restitution at the human relationship level
 - alternative justice programs that focus on the offending behaviour and how to change it or require that the offender makes reparation rather than automatic incarceration
- behaviour theories and therapeutic responses, including:
 - cognitive behavioural theory that emphasises the way that people's thinking affects their behaviour and how thinking patterns can be changed to improve problem-solving skills and give people acceptable and constructive alternatives to harmful and illegal behaviour
 - human development theory that uses knowledge of the ways in which common human behaviours change during a life span and the way priorities evolve through the stages of life
 - systems theory that focuses on the interdependence of individuals, families, groups, organisations, environments and cultures as an explanation of how people operate and interrelate

- motivational interviewing that uses tactical and strategic persuasion to increase an individual's motivation by generating arguments for change from the individual
- therapeutic group work that relies on knowledge of how the energies of group members can be mobilised and channelled to help each other and to increase responsibility and control
- criminogenic factors in needs assessment that use testing of specific factors to determine appropriate intervention strategies
- reflective practice that uses analysis of personal practice for increased self-awareness and professional development
- grief and loss theories that explain how grief reactions to loss can result in a range of behaviour requiring consideration in the design of intervention and response

Assessment Conditions

Valid assessment of this unit requires a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered by an individual responsible for developing and establishing offender management practices effectively as part of a coordinated team, including coping with difficulties, irregularities and changes to routine.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

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