



CUSTODIAL OPERATIONS TRAINING HANDBOOK 2015 – 2019



QUEENSLAND CORRECTIVE SERVICES

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INTRODUCTION

This manual has been developed to assist Correctional Centres and key stakeholders with a coordinated approach to the delivery, monitoring and quality control of centre based training and assessment.

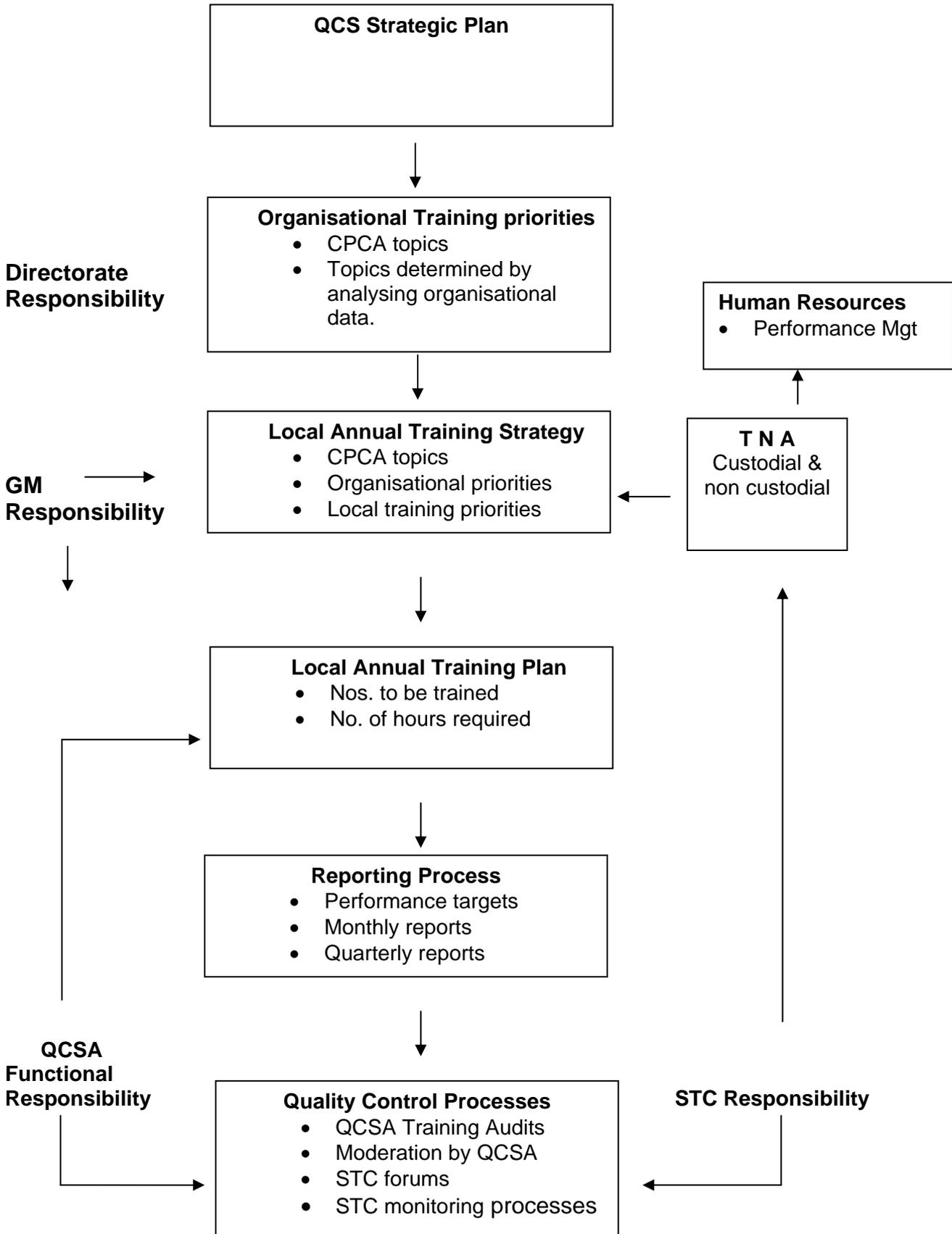
The Custodial Training Framework outlined in this manual will provide key stakeholders with a structure for planning training and development needs and informs the Agency on the role and responsibility of all employees in relation to training.

This manual also provides detailed information on managing training within a correctional environment and refers to a number of templates and administration information to ensure that there is a consistent state-wide approach to custodial training and assessment.

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1. CUSTODIAL TRAINING FRAMEWORK

The flowchart below will provide the Agency with a structure for managing custodial training.



1. QCS STRATEGIC PLAN

2.1 The QCS Strategic Plan reflects government policy priorities and focuses the organisation on key goals and strategies, providing a clear direction for the Agency and a shared understanding of this amongst staff. The goals relating to training are relevant to the training framework and provide an overall direction and facilitate a corporate approach.

2. ORGANISATION TRAINING PRIORITIES

2.1 The Organisational Training Priorities (OTP) are to be set prior to budget submissions being required for the next financial year, preferably during the January to March period of each year. These will include the CPCA topics and priority training needs for the Agency to be determined through a coordinated/integrated analysis of the findings from issues arising from organisational forums including Correctional Centre Risk Registers, Incident Oversight Committee, Coronial Enquiries and Chief Inspectors Office. The Assistant Director-General (Custodial Operations) shall coordinate the development of custodial organisational training priorities and where necessary oversee the submissions for funding if required.

3. LOCAL ANNUAL TRAINING STRATEGY AND PLANS

3.1 The ¹Staff Training Coordinators (STC) shall be responsible to the General Manager for –

- Production of an annual Training Needs Analysis (TNA),
- Production of a centre Annual Training Strategy,
- Publication of an Annual Training Plan.

3.2 The Annual Training Strategy will include the OTP set by the Custodial Directorate, Correctional Practices Competencies and Assessment (CPCA) requirements and local training needs as identified by a TNA process. The TNA should be conducted during the April to June period, this analysis will provide vital information that will be included in the Centre's Annual Training Strategy and Plan. The Annual Training Strategy and Plan is to be submitted no later than August of each year. The local training needs will incorporate developing capability for both Custodial and non-Custodial staff members.

3.3 The General Manager shall be responsible for –

- Approval of Centre Annual Training Strategy and Training Plans
- Allocation of sufficient training hours
- Provision of sufficient training instructors and assessors to meet training plan requirements
- Provision of adequate physical resources; where appropriate the General Manager will prioritise training requirements in line with the centres' allocated

¹ Wherever Staff Training Coordinator (STC) appears in this manual, it shall also signify CPCA Training Advisers, as the duties they undertake are similar

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budget.

3.4 The Annual Training Plan will outline how the priorities in the Training Strategy will be achieved, i.e. how many people will participate in the training for each of the topics identified, how many hours of training will be required for each etc and how will these be accommodated within the scheduled training days of the centre.

3.5 The following ²forms and 'how to guides' are available on the STC page on the intranet:

- [Training Needs Analysis Guide](#) and [Training Needs Analysis Results Matrix](#)
- [Annual Training Strategy](#)
- [Annual Training Plan](#)

3.6 Once the Annual Training Strategy and Plan has been approved by the General Manager, taking into account Organisational priorities and the centres' allocated budget, the Annual Training Strategy and Plan will be submitted to the Custodial Directorate and QCS Academy.

3.7 The table below indicates the timelines for the preparation of the OTP, Annual Training Strategies and Plans, which are in line with the planning processes for the next financial year.

STRATEGIES AND PLANS	TIMELINES
Organisational Training Priorities	January - March
Training Needs Analysis	April - June
Annual Training Strategy	June- August
Annual Training Plan	June - August

4. REPORTING PROCESS

4.1 The STC shall report on training outcomes and the current local status of training on a monthly basis and these are to be submitted to the General Manager and the Executive Director, Queensland Corrective Services Academy (QCSA). Refer to [Monthly Report Template](#).

4.2 The QCSA will be responsible for collating correctional centre training reports and will report quarterly to the Board of Management (BOM) on Agency training outcomes and current status.

5. QUALITY CONTROL PROCESSES

5.1 The quality control processes relating to the training framework will be at multiple levels. At the local level, it is a responsibility of the STC to ensure that training and assessment activities are conducted according to the AQTF guidelines where these apply and to organisational guidelines and best practice. In addition, STC forums will provide an additional opportunity for sharing continuous improvement and addressing common issues.

² All forms and templates can be found on the STC intranet page

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5.2 QCSA will conduct a schedule of training audits, attending each centre at least once a year and producing a report that details both commendations and areas for improvement. The audits will be based on a standardised template, but will also utilise information from organisational forums such as the 'Incident Oversight Committee'. The final reports will be forwarded to the relevant General Manager and the QCSA Board of Management.

5.3 For example of the audit documents that will be used by the QCSA refer to QCS Training Audit Centre Processes and QCS Training Audit Guidelines on the STC intranet page.

6. OVERVIEW OF ROLE AND RESPONSIBILITIES OF STAFF IN RELATION TO CUSTODIAL TRAINING

GENERAL MANAGER

6.1 The General Manager has the overall responsibility for maintaining the capability of all staff members in centres and for local quality control processes, as managed by the STC. Custodial Operations recommends that all Correctional Centres maintain staff CPCA requirements at 100%. Where CPCA statistics fall below 100% a training plan must be submitted.

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6.2 QCSA will have a strategic functional responsibility for training & assessment in terms of quality control and the reporting of data at an organisational level. The QCSA has a functional responsibility to:

- Provide feedback on processes and performance via STC forums and centre visits
- Undertake training audits
- Provide support and advice on continuous improvement
- Develop QCS Assessment Tools for Organisational Priority Training; refer to Assessment Tool Template on STC intranet site
- Collate training information provided from centres
- Provide reports to Board of Management
- Maintain organisational training standards
- Train and register instructors and assessors
- Approve assessment tools
- Approve the development of training and the release of any subsequent documentation
- Coordinate quarterly STC teleconferences

CORRECTIONAL MANAGER

6.3 The Correctional Managers are responsible for ensuring staff members are released for training and all non-attendance shall be reported to the General Manager. The Correctional Manager will be responsible for ensuring non-attendance issues are

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addressed. Individual Training Organiser template can be used to assist with non-attendance issues.

6.4 An Officer on an Individual Training Plan, who requests a roster variation off an allocated training day, must organise to reschedule their nominated training day with their HR Manager before the roster variation or change of duty can be approved. Refer to Individual Training Organiser.

6.5 The Correctional Managers have a responsibility in discussing a staff members professional development needs and requesting or organising appropriate activities to occur.

CORRECTIONAL SUPERVISOR

6.6 The Correctional Supervisor is responsible for:

- Ensuring staff members under their supervision attend organised training and assessment activities
- Counselling staff members that do not attend training and assessment activities
- Conducting assessments using QCS approved assessment tools

STAFF TRAINING COORDINATOR

6.7 The STC is responsible for managing custodial operational training, professional development of staff members, managing and validating nationally recognised training and assessment activities and the administration and recording of training information. For more detailed information on STC role and responsibilities refer to Section 8 'Management of Custodial Training Activities'.

CORRECTIONAL OFFICERS

6.8 Custodial Correctional Officers are required to assist in the maintenance of their individual skills and knowledge. Where nominated, officers are required to attend approved training and assessment activities.

6.9 If an officer does not meet the accreditation requirements for his/her position, he/she must advise his/her manager immediately. Further, officers have a responsibility in advising Centre Management and the STC of any medical condition that may prevent them from participating in an approved activity. Officers who have a medical condition must complete the Form – Medical Disclosure, refer to Human Resource Procedure, 'Medical Disclosure' on the intranet. Once the Medical Disclosure information has been acted upon, a copy of the form is to be filed on the officers training file.

7. MANAGE CUSTODIAL TRAINING ACTIVITIES

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7.1 The STC is responsible for coordinating and recording all ³operational training including CPCA activities. The processes relating to managing these training activities are outlined in this section.

7.2 Conducting annual TNA during the April to June period of each year.

7.3 Submitting the Annual Training Strategy and Plan to the General Manager for approval, by no later than end of August each year.

7.4 Advising the General Manager of any shortfalls in training officers/assessors, or required training hours to achieve the training plan.

7.5 Tracking the movement of staff in and out of the centre to ensure subsequent training requirements have been identified and incorporated into the local plans.

7.6 Determining the appropriate delivery strategy, this could include:

- Training programs
- Challenge tests
- Workplace assessments

7.7 Allocating personnel to training based on information from the approved data source.

7.8 Coordinate the delivery and assessment activities, for example:

- Organisational Training Priorities
- Local Training Priorities
- CPCA
- Custodial Awareness Inductions
- Affirmation Current Competencies for Custodial Officers

7.9 Developing Local Priority Training assessment tools as required, using the QCS Assessment Tool template. If required, these can be developed by the centre, but prior to implementation, must be approved by QCSA.

7.10 Maintain Local Training Information Home Page.

7.11 Managing participants undertaking the Certificate III and IV in Correctional Practice. This includes reviewing of officer reports, discussing performance with supervisors.

7.12 Managing workplace assessors and trainers, for example:

- Monitoring assessment activities to ensure assessment workloads are distributed between assessors
- Maintaining current trainer and assessor numbers to manage the quantity of Centre assessment and training activities being undertaken
- Maintaining a register of local trainers and assessors

³ Operational training includes training and professional development for all staff

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- Conducting an analysis that takes into account the spread of current trainers and assessors across all locations
- Providing feedback to trainers from client evaluations
- Organising and maintaining a level of course resources, including assessment instruments
- Ensuring attendance sheets are available for training activities
- Facilitating assessment moderation meetings. It is a requirement that a minimum of two moderation meetings have been held with assessors every six months. Minutes of the assessment moderation meeting should be kept for audit purposes
- Auditing training activities and confirming delivery and assessments completed. This includes, reviewing training hours allocated against required agency training standards
- Conducting assessment confirmations. Maintain documents that evidence 10% of all assessment activities have been confirmed. To exemplify, STC is to confirm the assessment method and process with the assessor and check participants evidence/reports refer to Managing Cert III and IV Participant Spreadsheet
- Timely processing of assessment reports (within 5 days)
- Timely processing of training documentation

7.13 Providing non-attendance and not yet competent reports to Correctional Managers and completing and administering subsequent plans as required.

- For “not yet competent results” the appropriate form should be completed, refer to Training and Development Plan template
- For non-attendance and for staff who are not current an Individual Training Plan may be administered, following required actions by the relevant managers, refer to Individual Training Organiser

7.14 Issuing all custodial staff rotating into new location, a Rotational Rosters Training Plan, relevant to their new duties, refer to Rotational Rosters template.

7.15 Managing all training information using the approved Agency training data spreadsheet and templates.

7.16 Recording training results on the relevant Agency database (Lattice) and Agency approved training spreadsheet upon receipt of successfully completed training and assessments.

- Attendance sheet/course results information is to be filed, refer to Course Attendance Report on STC intranet site
- Ensure student feedback is collected and document any improvements in register. Refer to Student Evaluation Form
- Generate Lattice reports to compare against Agency approved training spreadsheet.
- To ensure the administration of the training and recording of information is completed, refer to Administration Planning Checklist. This form should be attached to the Course Attendance Report

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7.17 Manage Complaints and Improvements register for all training and assessment activities.

7.18 Coordinate Stakeholder Satisfaction Surveys and collate results and provide feedback to QCSA. Refer to STC intranet site for Participant, Supervisor, Assessor and Manager Surveys.

7.19 Providing the General Manager and Executive Director QCSA with a monthly report using information from the training databases. Refer to Monthly Report Template.

7.20 Maintaining systems and processes to meet the agency's Registered Training Organisation requirements and the QCS internal audit requirements. Refer to Documentation Required for Administering QCS Training.

7.21 Coordinating the one and two-week on-job placements for Custodial Entry Level Program trainees. The STC will prepare the centre placement timetables; organise an experienced Custodial Officer/Supervisor to mentor the trainees; monitor and report on trainees and conduct performance appraisals with QCS Academy staff.

8. TRAINING STANDARDS

8.1 In this section all training standards and appendices are located on the intranet under Human Resource Procedures – 'Accreditation, Registration and Qualifications'.

CPCA FREQUENCY

8.2 The frequency of CPCA activities and the estimated number of hours required per CPCA topic are detailed in Appendix 'Frequency of Correctional Practices Competencies and Assessment Reaccreditation'.

ESTIMATED TRAINING HOURS REQUIRED FOR REACCREDITATION OF CPCA TOPICS

8.3 In order to assist a STC with the development of a training strategy and training plans. Appendix Estimated Training Hours Required for Reaccreditation of CPCA Topics provides a suggested ratio of instructors per student and the number of hours required to deliver CPCA topics.

8.4 The Agency recommends the time provided to deliver training and assessment activities in a training lockdown period be set a minimum block of three and a half to four hours in all Correctional Centres.

CPCA STANDARDS FOR TRAINERS AND OPERATORS

8.5 The Appendix 'Approved Standards for CPCA Topics' outlines the prerequisites for instructor and operator accreditation and reaccreditation, approval processes and minimum standards for training topics.

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CUSTODIAL OFFICER TRANSITIONAL REQUIREMENTS

8.6 The appendix 'Custodial Officer Transitional requirements' details a decision making model for applicants applying for a position with Queensland Corrective Services and have training or correctional industry qualifications.

CUSTODIAL ACCREDITATION REQUIREMENTS

8.7 The appendix 'Custodial Accreditation Requirements' outlines what the accreditation requirements are needed for custodial job roles and the timeframe an officer has to complete an industry qualification or training program.

AFFIRMATION OF CURRENT COMPETENCY FOR CUSTODIAL OFFICERS

8.8 The Appendix 'Frequency of Correctional Practices Competencies and Assessment Reaccreditation' prescribes that all Queensland Corrective Services employees appointed to a custodial position must affirm their competencies every three years.

8.9 For Custodial Correctional Officers this is achieved by:

- completing within the first year of service the *Certificate III in Correctional Practice (Custodial)*, or its predecessor the *Certificate III in Corrections*, then
- on a regular basis maintaining their accreditation as a Custodial Correctional Officer by confirming their maintenance of the level of competence originally achieved for the awarding of the Certificate III.

8.10 Custodial Officers must verify their skills/knowledge in all relevant custodial areas before the 'Affirmation of Current Competency booklet' can be completed. This includes:

- CPCA topics.
- Custodial duties/tasks, which are seen to be common to all officers, are:
 - Communicating in Writing
 - Communicating Verbally
 - Being the First Officer Responding to an Alarm or Incident
 - Managing Blood and Body Fluid Spills
 - Conducting an Interview
 - Managing One's Own Performance
 - Performing Searches
 - Managing Inmates
 - Working as a Member of a Team
 - Supervising Offenders of Differing Nationalities
 - Operating Workplace Equipment
 - Conduct a Muster or Headcount, and
 - Conduct an Internal Escort.

8.11 Officers are to arrange, with their supervisors, assessment of their workplace performance and confirmation of competent performance.

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8.12 When competence in all tasks/duties and CPCA requirements have been confirmed, the affirmation booklet is to be forwarded to the STC. The STC will record the confirmation of competence on Lattice and retain the affirmation of current competency booklet on file.

CCC EXHIBIT