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SPECIALISED TRAINING

for Correctional Staff



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editor's note



The unique operational environment of correctional services and the changing roles of correctional staff call for the need for specialised training. Pre-service orientation, in-service and pre-promotion training ensure the continual professional development of correctional staff.

This edition features a spectrum of specialised training programmes in the various jurisdictions to prepare officers for their rehabilitative and operational roles. On the rehabilitative front, Queensland gives insight on the training programmes made available for staff who deliver sexual offending programmes, whereas Malaysia highlights their Cure and Care Programme which is specially tailored for their parole officers. On the operational front, Hong

Kong shares about the evolution of their tactical training, progressing towards a use of safer techniques and more efficient tactics whilst Macao details the operationalisation of their “Truss Techniques”. In Singapore, there is the Resilient Leadership Programme to maintain the psychological, physical, and social well-being of correctional officers. Adopting a broader perspective, Thailand provides an overview of the different training courses catered to the various levels of correctional officers.

Beyond training correctional staff, Hong Kong and New South Wales also showcase how they have forged strong relationships with external agencies by conducting inter-agency training.

It has been an enriching experience reading about the diverse range of training programmes, which address the multi-modal facets of a correctional service. I will like to express my sincere gratitude towards the APPCA members who have contributed the articles in this newsletter.

Soh Wai Wah
Singapore Prison Service



Corrective Services New South Wales Responds to External Agencies' Training Needs

Contributed by Corrective Services New South Wales

Despite the tear gas, yelling and striking, Corrective Services New South Wales (CSNSW) in Australia has forged a strong friendship with two external agencies. Late last year (2013), officers from New Zealand Corrections and the Australian Defence Force Correctional Establishment spent six days training with the CSNSW Security Operations Group (SOG).

Officers from New Zealand Corrections Advanced Control and Restraint Team flew in from Auckland to participate in the CSNSW Emergency Response Operators Course.

Their fact-finding mission involved participating in use of force training sessions such as defensive

tactics and learning about riot control strategies. The officers also participated in various drills at the Holsworthy Army Range where they quickly learnt about the effectiveness of using tear gas to control a volatile situation.

The SOG Training Unit also shared its expertise with senior army officers who spent six days learning about the CSNSW approach to arrests, apprehension techniques, and cell and yard clearances. They also participated in defensive tactics and use of force drills.

The training was mutually beneficial for all involved, and the SOG is hoping to further develop their inter-agency relationship in the future.





Specialised Training for Queensland Corrective Services Staff who Deliver Sexual Offending Programmes

Contributed by Queensland Corrective Services

Queensland Corrective Services (QCS) supports delivery of offender programmes including sexual offending programmes. The Offender Reintegration and Management Services Branch provides training and support for all QCS programmes. The training is aimed at equipping QCS staff with the knowledge and skills required to continually meet programme goals and lead offenders towards a positive change in their lives.

Development of the Training Programme

Specialised training is provided to all QCS staff who will deliver sexual offending programmes. The current suite of QCS sex offender programmes has been significantly influenced by experts in the field, particularly Canadian-based Professor Bill Marshall and Dr Liam Marshall, who focus on a strength-based approach in the treatment of sex offenders. The training programme is formulated and updated based on contemporary research done by experts in the field.

QCS staff attend a five day training programme, generally delivered at the QCS Academy in Brisbane. The training programme has been developed to replicate a 'real' group setting. This includes:

- Examining assessments undertaken on offenders that inform treatment planning;
- Discussing sensitive information and topics in relation to sexual offending;
- Programme delivery officers sitting in a circle as a 'normal group' would during role plays;
- QCS staff working in facilitation pairs to run a programme session;
- Role playing a particular offender – Adult or Child Sex Offender (both have different treatment needs);
- Training in motivational interviewing to elicit information from offenders to guide discussion and address intervention needs;
- Drafting and planning programme sessions;
- Self-care and boundaries.

In addition to the above training, QCS staff must also complete three days training to enable administration of the Static 99-R and Stable 2007 assessment tools. These validated assessment tools are utilised to identify static and stable risk factors to inform intervention pathways and formulate individual treatment plans.

Who Delivers the Training?

QCS training programmes are delivered by a primary trainer, generally the Principal Adviser, Offender Intervention Unit and a Senior Programme Delivery Officer from the field. The Principal Adviser is an agency endorsed trainer in these programmes.

How Often is Training Delivered?

Training is scheduled three to four times per year on average. It is provided to programme delivery officers on a needs basis. Prior to facilitating a programme, staff observe a number of actual sessions to become familiar with a group setting and dynamics.

Programme Delivery Officer Requirements

All programme delivery officers must possess a degree in social science or equivalent. Staff must undergo relevant training prior to assessing sexual offenders or facilitating sexual offender programmes. QCS staff awaiting programme training may be able to observe group sessions for the purposes of training and gaining experience.

Programme Supervision

Less experienced facilitators are paired with a more experienced and/or senior programme delivery officer when they start facilitating sex offender programmes. Programme supervision is also provided to all facilitators by the senior programme delivery officer on a fortnightly basis to maintain programme integrity and address any issues identified by programme facilitators.

Programme supervision involves the senior programmedeliveryofficerobservingasession and providing feedback to the facilitator on their facilitation skills, individual and group management, and any other suggested areas for improvement. Programme delivery officers have the opportunity to raise any issues or concerns during this meeting.

Clinic meetings are also held at each delivery centre to discuss relevant cases, issues, prisoners presenting with high risk factors, and provide on-site staff professional development. This generally occurs on a monthly basis.

●● QCS training programmes are delivered by a primary trainer, generally the Principal Adviser, Offender Intervention Unit and a Senior Programme Delivery Officer from the field. ●●

QCS' Sexual Offending Programmes and Assessments

QCS programme delivery officers are trained to deliver the following specialised sex offender programmes and administer the following assessments:

Programmes	Delivery
Getting Started Preparatory Programme This programme aims to motivate offenders to change by addressing their risk needs and responsivity needs. The programme is approximately 6 weeks long with two hour sessions every week.	Community Custody
Medium Intensity Sexual Offending Programme – New Directions This programme is an intensive intervention programme for offenders assessed as having a low to medium risk of reoffending. The programme runs for approximately 3 to 7 months depending on the individual's risk needs.	Community Custody
Mainstream Sex Offender Programme This programme is for prisoners in mainstream prisons and addresses an individual's risk needs and responsivity needs. The programme runs for 3 to 12 months.	Custody only (Townsville Correctional Centre)
High Intensity Sexual Offending Programme – New Horizons This programme is a high intensity programme for offenders assessed as having a high risk of reoffending and high risk of harm to others. The programme runs for approximately 9 months.	Custody only (Wolston Correctional Centre)
Inclusion Sexual Offending Programme This programme runs for 5 months and is designed for prisoners with learning disabilities, identified cognitive deficits, or mental health issues who require assistance in understanding and implementing strategies to avoid sexual offending.	Custody only (Wolston Correctional Centre)
Sexual Offending Programme for Indigenous Males This programme is culturally adapted for Indigenous offenders. The programme runs for 3 to 12 months.	Custody only (Lotus Glen Correctional Centre)
Sexual Offending Maintenance Programme The maintenance programme is for offenders who have completed a sexual offending programme and have a relapse prevention plan. The programme usually runs for 9 to 13 weeks.	Community Custody
Assessments	Delivery
Static 99R Assessment The Static-99R is a ten item actuarial assessment instrument which looks at only static (unchangeable) factors that have been found to predict sexual reconviction in adult males. This is completed for all sex offenders.	Community Custody
Stable 2007 The Stable 2007 assessment measures factors which have the potential to change but which tend to endure for months or years. This is completed for sex offenders who have completed the Getting Started Preparatory Programme and will go on to a treatment programme.	Community Custody

Programme Evaluation

The sex offender programmes are regularly reviewed and evaluated for programme integrity. In 2010, Professor Stephen Smallbone from Griffith University evaluated the QCS custodial sex offender programmes. The evaluation feedback was positive and it was found that overall, offenders who completed a sexual offending programme reoffended at a lower rate than those who did not. A re-evaluation was undertaken in 2013, and is yet to be published. It is anticipated that the next programme evaluation will be conducted in 2016-17.

Programme Governance

A site monitoring visit is performed by programme trainers and senior programme

delivery officers on a regular basis to ensure programme delivery is consistent with national programme standards. This also ensures that programme delivery is consistent across community and custodial settings.

The following is verified during the site monitoring visit:

- all programme delivery officers have undertaken appropriate training;
- appropriate level of supervision is being provided to programme delivery officers; and
- queries from the field are addressed and necessary support with regards to clinical advice or staff training is discussed and provided.





Evolution of Tactical Training

Safer Techniques and More Efficient Tactics

Contributed by Hong Kong Correctional Services Department

Objective of Tactical Training

In the early 1990s, the Hong Kong Correctional Services Department (HKCSD) began to develop resistance control tactics training in order to enhance the safety and effectiveness of its officers in the daily operation of correctional facilities and detention centres accommodating Vietnamese boat people. Later in the decade, tactical training was modified to adopt low harm and less lethal tactical skills for the control of persons in custody.

Safer Techniques and More Efficient Tactics

The original resistance control tactics training made reference to Pressure Point Control Tactics (PPCT) which aim to control a subject through applying pressure on body motor points and nerve points. Pain Compliance¹ techniques could cause pain to a subject with minimal bodily harm. Even when heavy impact force is applied over targets on the body, i.e. motor points and nerve points, only superficial lacerations would be made, without life-threatening effects.

Aiming to use even safer techniques and more efficient tactics, the original resistance control tactics training was refined. Nowadays, every HKCSD officer is taught during Basic Recruit Training the 5-stage Resistance Control Continuum. This teaches the officer how to deal with different resistance control incidents and conflict management, such as de-escalation skills to handle emotionally unstable persons in custody, as well as the SAFER approach² from the UK's National Offender Management Services, which is particularly suitable for handling unintended violence.



Tactical training for recruit trainees of HKCSD

¹ Pain Compliance is a tactical technique to direct a person through the use of painful stimulus on the pressure points.

² SAFER approach: Step Back, Assess Threat, Find Help, Evaluate Options, and Respond.

To minimise injury of the subject after force has been applied, emphasis is given to the safety aspect. For example, defensive team tactics use modified weight press and arm locks to effectively manage psychotic inmates with high tolerance of pain or those who are less sensitive to pain. Also, takedown techniques are adjusted to prevent potential injury caused by impact force during resistance control. An officer is required to control and lower the core of the subject as close to the ground as possible in order to minimise the chances of injury by gravitational force.

Sharing of Techniques and Experiences

HKCSD is committed to building rapport and sharing knowledge and experience in various aspects of tactical training with other local and overseas law enforcement agencies. Over the years, HKCSD tactical training instructors have conducted a series of trainings for officers of the Hong Kong Customs and Excise Department, Hong Kong Immigration Department, Guangdong Justice Police Professional College and Macao Prison. In August this year, our instructors will conduct a training course for officers of the Sichuan Judicial Police Professional College.



Training for law enforcement officers of People's Republic of China in 2013



Bringing “Truss Techniques” into Operations

Contributed by Macao Prison

To elevate work quality and standards of prison management on a continuous basis, providing diverse training to prison staff, introducing advanced technologies and equipment, as well as developing new tactics and techniques are inevitably important. Besides providing on-the-job trainings to prison guards in active service, Macao Prison also actively sends personnel

aboard for various exchanges, professional trainings and competitions. By learning the tactical knowledge, expertise and experience from foreign counterparts, it was found to be effective for bringing in new concepts and ideas on designing techniques and tactics to be fit for regional condition.



Demonstrator is looped by the blanket



Demonstrator is carried away from the scene

One of the techniques formulated by the Prison in 2012 is so-called 'The Truss Technique'. This technique is mainly developed to obstruct inmates such as high risk offenders from struggles, revolts or attacks when they lose control of their emotions or self-mutilate, in instances in which controls cannot be performed effectively. With the truss technique, inmate is obstructed from moving by being looped and trussed up using the specialised plastic blanket, which allowing prison guards to further transport the inmate away easily and safely from the scene. This technique is primarily designed to be used on controlling inmates from revolting acts within the cell areas.

At the Asian Prison Lockdown Challenge (APLC) in 2012, participants from Macao Prison demonstrated the truss technique at the competition initially, and had made a few improvements on the blanket after referencing the opinions received. This equipment was also produced after several testings and the technique was put into practice on a trial basis. Subsequently, the Prison also formulated guidelines and provided special training for staff to be acquainted with this technique. The operationalisation of this technique has enhanced Prison order and reduced lethality.



Participants from Macao Prison demonstrate the Truss Technique at APLC 2012



Cure and Care Programme for Parole Officers in Malaysia

Contributed by Malaysia Prison Department

The job of a Parole Officer differs from that of a Prison Officer. In order to reform, supervise and prevent parolees from reoffending, Parole Officers need to be tactful and professional when dealing with parolees within the community. Therefore, they need to be provided specialised training in order to become effective Parole Officers.

Parolees in Malaysia are required to undergo supervision as stated in Section 46K of the Prison Act 1995. The parolee is to undergo programmes for his/her rehabilitation which are organized or directed by a parole officer. The aim of providing rehabilitation and intervention programmes for parolees

is to spark a personal and individual change process. It is an effort to target the criminogenic behaviour and increase the chances of a successful reintegration into the community following prison incarceration.

In pursuing this task, Parole Officers in Malaysia who are also prison officers are specially trained to enable them to perform their duties in supervising and monitoring parolees. Besides these tasks, they also conduct programmes which suit the offence of the parolee. In addition, the officers also seek the assistance of other agencies in providing appropriate interventions to overcome the criminogenic behaviour of the parolees.



Participants of Cure & Care Course in Perlis with their trainers from National Anti Drug Agency

However, intervention programmes are not adequately carried out according to the need and frequencies required, especially for parolees with drug related offences. This is due to challenges faced by parole officers and officers of the respective agencies due to financial, manpower and facilities constraints.

In overcoming these obstacles, the Parole and Community Service Division, Malaysia Prison Department has taken initiatives by collaborating with the National Anti Drug Agency (AADK) to conduct the Cure & Care Course for the parole officers. As a start, 30 officers from the parole division and 14 parole states were trained as trainers. This course was conducted by competent officers from AADK in two series, with the first session conducted from 6 – 8 May 2014, and the second session from 23 – 25 June 2014. The same officers from the first session attended

this Advanced Training of Trainers course to ensure continuity.

Module for this course was designed to suit the need of the parolees as well as taking into consideration the limited time and money available. The topics covered in this Cure & Care course were:

- Introduction to Cure & Care Programme
- Early Recovery
- Relapse Prevention
- Social Support Group
- Evaluation System
- Group Dynamic
- Practical



Role-play by participants in the Cure & Care Course

Upon completion of the course, participants were required to conduct practical sessions with parolees to enhance skills and better their understanding of the course. This was also to gain practical experience in implementing the knowledge and skills obtained during the training.

The participants' task did not end with the completion of the course, as they were required to conduct courses for their officers at the state level. The aim is to ensure parolees are given appropriate interventions to avoid reoffending. In addition, participation from staff at all levels also promotes better involvement in the intervention programmes which will be conducted by the parole officers for the parolees.

With this advancement, it is hoped that the parolees, mainly those with drug related offences, will be able to kick off their bad habits and reform to become better law-abiding individuals. Effective treatment for offenders with addiction problems can be part of the solution of reducing crime and turning offenders to productive citizens. This statement is supported by research conducted by Faye Taxman in "Reducing Recidivism through a Seamless System of Care", which state that drug treatment services both reduce the incidence of criminal behaviour and increase the overall length of crime-free time for offenders.

The department hopes that with this Cure & Care Course, Parole Officers will be more effective in their duties as Supervisors and Rehabilitation Officers to the parolees.





Resilient Leadership Training Programme

Contributed by Singapore Prison Service

Correctional officers are exposed to a wide range of stressors that can undermine their work performance, and in turn, these stressors can compromise prison security and inmate rehabilitation efforts. Singapore Prison Service (SPS)'s recent years of development in the aftercare rehabilitation front may also expose correctional officers to additional stress due to the unknown operating environments in the community.

Over the years, SPS has built in a wide range of programmes and initiatives carried out by

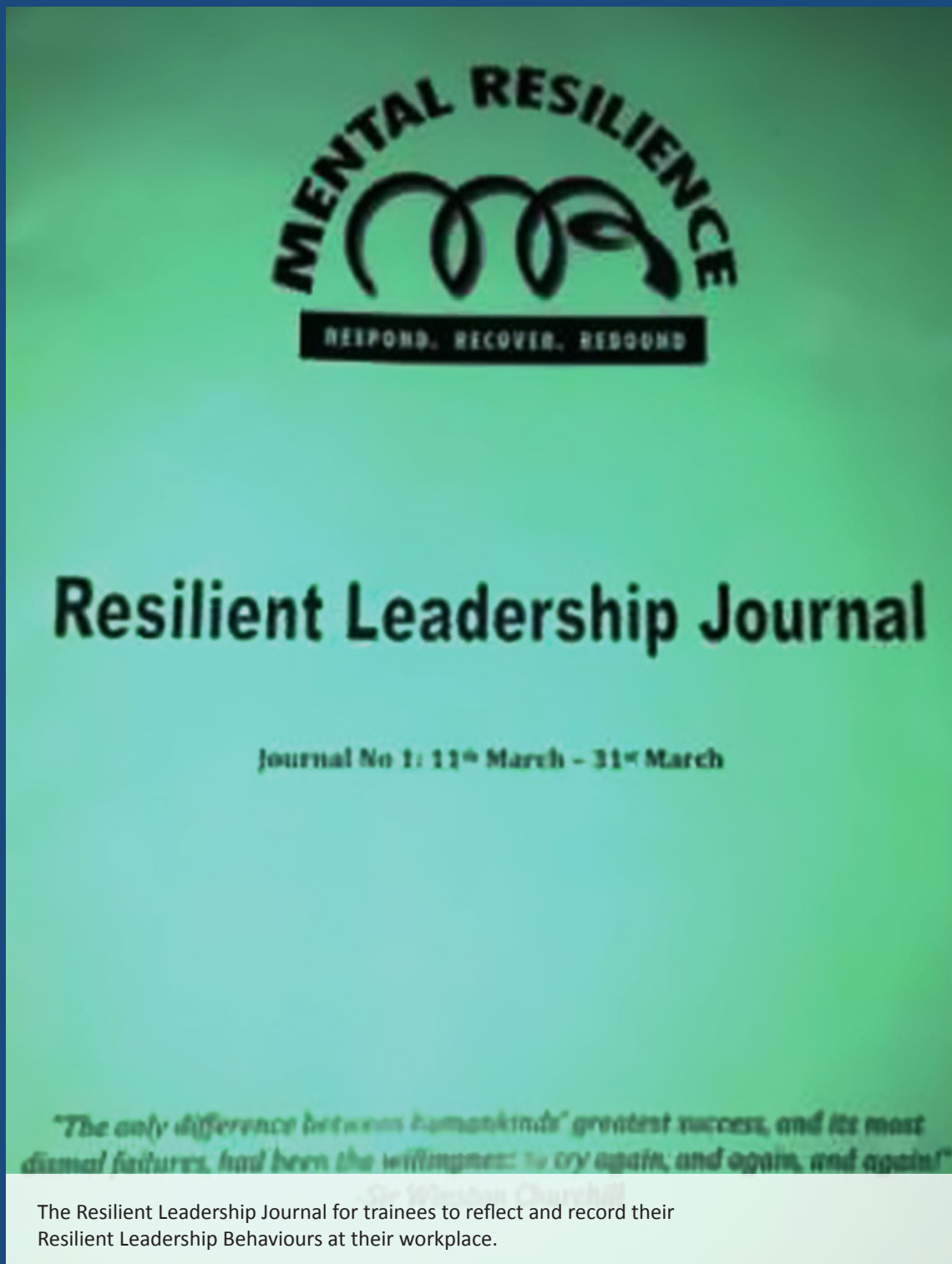
various staff units to build and preserve the psychological, physical, and social well-being of correctional officers. In 2011, SPS adopted a new programme named as the Resilient Leadership Training Programme developed by Professor George S. Everly from University of Maryland, Baltimore County (UMBC) training centre in United States into its leadership training programme. This is because SPS recognises the important role of leaders in building the resilience of their subordinates, peers and units.



Participants who completed the inaugural Resilient Leadership Training Programme

The aim of the Resilient Leadership Training Programme is to equip leaders with the skills and knowledge to be able to foster a resilient culture in their sub-units. It is recognised that ground leaders who have immediate and regular interaction with 'ground troops' are in the best position to act as a catalyst to complement and enhance existing resilience-building initiatives.

The Resilient Leadership programme consists of five primary pillars, namely Optimism, Integrity, Effective Communication, Decisiveness and Psychological Body Armour. The programme focuses on equipping the leaders with a set of resilient leadership behaviours that enables them to increase the resilience of their subordinates and imbue a resilient culture.



MENTAL RESILIENCE
RESPOND, RECOVER, REBOUND

Resilient Leadership Journal

Journal No 1: 11th March - 31st March

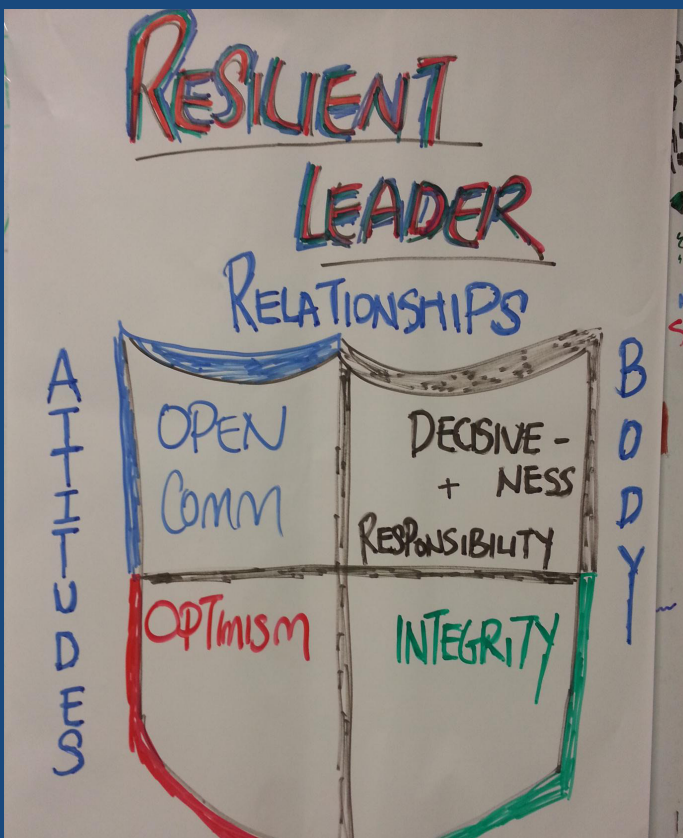
"The only difference between humankind's greatest success, and its most dismal failures, had been the willingness to try again, and again, and again!"
- Sir Winston Churchill

The Resilient Leadership Journal for trainees to reflect and record their Resilient Leadership Behaviours at their workplace.

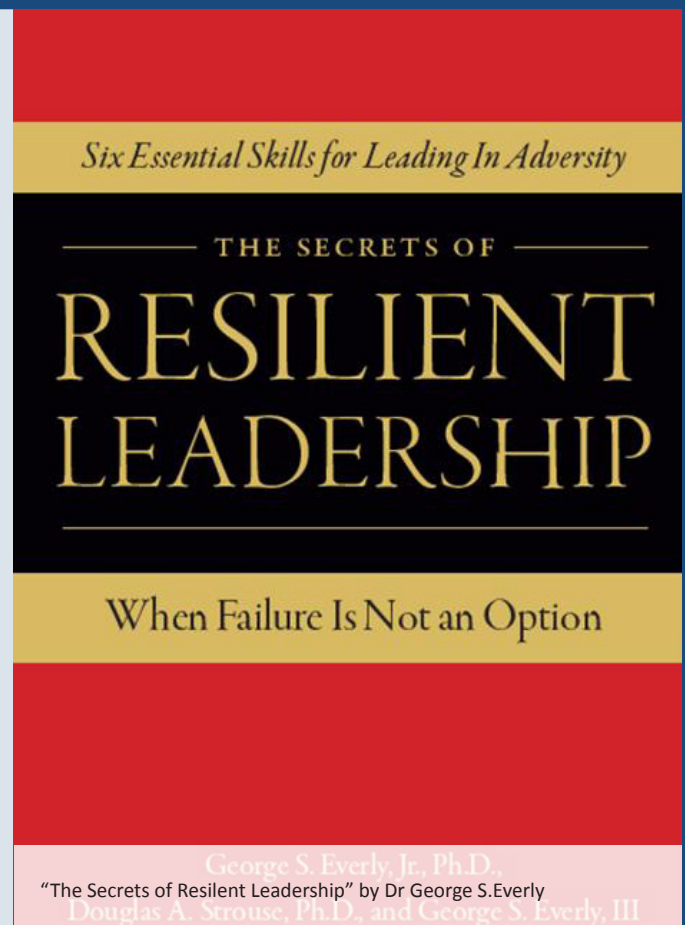
The programme is delivered as part of the Prison Officer Supervisory Course for junior prison officers in supervisory positions and Basic Officer Course for entry level senior prison officers. SPS psychologists have customised and delivered the programme content in a classroom setting. They also work closely with Prison Staff Training School to assess and debrief the trainees during their leadership training and on-the-job training phases to ensure that the trainees internalise a set of resilient leadership behaviours. The trainees are also given a Resilient Leader Reflection Book so that they can continue to develop their resilient leadership behaviours throughout their career.

A research component was included in the pilot version of the Resilient Leadership Training Programme. The preliminary results showed that the peers and subordinates of leaders trained in Resilient Leadership reported that:

- They perceived that their job was less demanding;
- They felt less emotionally exhausted; and
- They reported less detached from their work colleagues and inmates when compared to the peers and subordinates of leaders not trained in Resilient Leadership Training Programme after a period of three months.



A training aid that summaries the key components of Resilient Leadership





A debriefing session led by SPS psychologists to help trainees reflect and internalise their resilient leadership behaviours.

These preliminary results are encouraging because they showed a favourable relationship between the Resilient Leadership Training Programme and increased resilience in a unit. With increased resilience, the peers and subordinates will more likely be inoculated against day-to-day stressors and be less affected by major crisis. In turn, the

morale, cohesion and integrity of ground units can be preserved, enabling them to rebound and continue to perform even in highly difficult or protracted situations. The Resilient Leadership Training Programme has become a staple training component for future leaders of SPS.



A token of appreciation for Dr George S. Everly for his Keynote Lecture on Resilient Leadership



Specialised Training Courses for Thai Correctional Officers

Contributed By Department of Corrections Thailand

Training programmes are vital for all correctional officers to develop the skills and competencies required for their various roles. The training is designed to build their individuals' skills and provide them with a positive work attitude within the organization. The mission of the Thai Department of Corrections focuses on effective custody and rehabilitation, ensuring that those in custody develop into responsible citizens upon their release to society. The mission plan forms the guidelines in developing the competencies of all correctional officers in Thailand. The officers need to be given relevant training in the different aspects of their job. This training allows them to respond swiftly when faced with any real situations in their daily duties. All training and courses are designed and conducted by officers at the Correctional Staff Training Institute.

The High Level Course of the Correctional Administrators

This course is provided to high level correctional administrators, and conducted once a year for a period of one month. The aim of this course is to help participants use their knowledge and apply their experiences to their administration. This course also provides training in the guidelines of prison administration, including topics such as leadership and morality. An important component of this course is a study visit to the United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI). This provides the administrators with valuable knowledge that they can use in their own administration and passed on to their subordinates. Within this year, there were 16 groups of administrators who attended this course, with 50 participants in each group.

“An important component of this course is a study visit to the United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI)”

The Integrated Knowledge Management Course for the Correctional Administrators

The high level administrators gain useful knowledge from this course. The aim of course is to provide them with the tools needed to integrate their existing knowledge and experience. The participants also learn about morality and rule of law, which is applicable to their administration. In addition, all participants learn skills such as managing

disputes in their organizations, collection and management of knowledge in the Thai prison system. Participants are also supported with the knowledge to develop their ideas, and the procedures of thinking which include creating strategies and plans in organizations. In 2014, there has been a group of 24 administrators who benefited from this course.



The Integrated Knowledge Management Course for correctional administrators

New Officer Training Course

This three-month course is the core course for all new correctional officers. All new officers are given this training prior to starting work in any part of the organization. Its main aim is to provide each officer with an overview of all possible roles. Tactical training is provided so that officers are fully prepared for any situation that may arise in the actual work place. There have been a total of 114 groups which have undergone this training. In 2013, 3 groups with a total of 215 participants have attended the course.

ASEAN Language for Correctional Officer Course

In view of the ASEAN Economic Community (AEC) in 2015, the Thai Department of Corrections provides language courses for its officers. Being able to speak a new language helps Thai correctional officers communicate with foreign offenders from neighbouring countries directly. An added benefit from this course is that Thai correctional officers can communicate more effectively with the departments of neighbouring countries for any future projects. The languages currently

being taught are English, Laos, Bahasa, Vietnamese, and Burmese. The course emphasizes on structure and grammar which improves the participants' skills in Reading, Writing, and Listening.

Tactical Course in Corrections

Correctional officers face many dangers while working in prisons, which range from being attacked by individuals to full scale riots. In order to ensure the safety for our officers, tactical training is provided to all correctional officers. This course provides skills and training to cover the many situations that can arise in correctional facilities. Participants gain skills in prisoner custody, searching, techniques and riot control. Training is also provided on shooting and the use of any new technology weapons. This includes a basic explosives course. The course also teaches negotiation skills in the event of a riot. The instructors are from many fields of work within the correctional department and the police force. They provide a wealth of knowledge and tactical training to all new participants. The Institute has expanded this course to all prisons across the country.



Training course for new officers.

Bangkok Rules Course

This course was created to assist female prison officers in understanding the gender specific needs when dealing with female prisoners in Thailand. Thailand has adopted the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders, referred to as the “Bangkok Rules” when dealing with female prisoners. These rules were initiated by Her Royal Highness Princess Bajrakitiyabha. Female officers learn about the specific programmes and treatments available, and when to apply them appropriately. The course provides knowledge on health education, rights of female offenders, and specific gender needs. The training help them better understand the roles of prison officers with regards to the Bangkok Rules. The emphasis of this course is for female officers to share the knowledge learnt with the female offenders under their care. There are currently 7 groups being conducted, with a total of 118 participants.

These training courses are not only supported by the Thai Department of Corrections. Many other agencies also provide instructors to ensure that the correctional officers are given a vast amount of training to assist them in their day to day roles. In particular, the Prison Academy has played an important role in creating and providing programmes and courses. In addition, the Correctional Staff Training Institute has encouraged each prison to set aside a place known as the “Knowledge Corner” for officers to gain knowledge within the prison. Although the Thai Department of Corrections has many training courses and support various knowledge for all officers, the organization is continually working towards creating new and relevant courses to assist its employees in dealing with all situations now and in the future.



Officers attending a class on the use of weapons.



M U L T I M E D I A H U B
Tanah Merah Prison
Singapore



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*Special thanks to the inmates at MMH for their dedication
and commitment in the design and layout of this newsletter.*



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