

Appendix B: Department of Corrective Services response to recommendations

Recommendation	Response
1. Reduce the number of prisoners subjected to levels of security which are unnecessary given their assessed security rating.	<p>Not Supported</p> <p>The Department is committed to placing prisoners in suitable facilities dependent on their security rating, risks, alerts and needs.</p>
2. Increase access to meaningful employment, education and skill development programs across all correctional facilities.	<p>Supported in Principle</p> <p>Opportunities to increase access to meaningful employment, education and skill training is dependent on infrastructure development and availability of resources. Additional infrastructure is required to increase the capacity of industries at some facilities, and thus increase the provision of employment and training for prisoners. Such development is subject to funding and other competing Departmental priorities. In terms of resource availability, this impacts on the provision of employment, training and education services. Vocational Support Officers are being removed from education and training, and utilised for operational requirements and muster management. Notwithstanding this, work skills development and employment for prisoners is a priority and a review is currently underway to ensure that prisoners are provided with relevant 'job ready skills' to increase opportunities for employment upon release into the community.</p>
3. Develop a broad corrections mental health management strategy, which includes staff training; day care and wing-based treatment services; and prison diversion options for people with serious mental health issues and intellectual impairment.	<p>Supported</p> <p>Health Services have submitted, for internal approval, a proposal paper suggesting the development of a health precinct within Casuarina and Bandyup Prisons. Each of these would largely comprise of a specialised mental health area with appropriate facilities and increased staffing. These areas would allow patients with mental health issues to be appropriately clinically treated in a "safe environment" and can be expected to ameliorate much of the current issues. In the meantime in the women's precinct, more stable female prisoners are moved from Bandyup to GRP. Should an individual at GRP decompensate and require increased support or hospitalisation they are generally returned to a metropolitan prison.</p>
4. Ensure workforce planning identifies and maintains an appropriate ratio of male and female prison officers, and prison rosters reflect this mix.	<p>Supported in Part</p> <p>Workforce planning is progressing initiatives to determine an appropriate female representation range for this cohort for each of the public prisons. Feedback from Prison's staff over the past few years and comparisons of their views from similar facilities have helped construct the range for female representation to this point. Further research is required and being conducted. It is envisaged that by achieving appropriate gender mix, rostering issues will also be improved.</p>
5. Develop a targeted approach to improving staff conflict resolution skills.	<p>Supported – Existing Departmental Initiative</p> <p>The Department has developed the Performance Appraisal and Development System (PADS) which is designed to manage the performance of uniformed officers. The overall</p>

	<p>objectives of performance assessments are to measure, maintain and improve job performance as well as identifying training needs for the employee. The PADS cycle consists of 2 annual meetings. In addition to these meetings, the PADS Guidelines (sect 8.3) provide for "Regular Feedback" a process whereby behaviour and performance is monitored on an ongoing basis, outside of the 2 annual meetings. The template associated with this is based on the situation (incident) and action principle. The PADS Guidelines (sect 13.1) go on to state that performance concerns can be addressed as soon as the assessor becomes aware that an employee is not meeting required standards. General training and development needs are identified during this process. The PADS process is underpinned by the Public Sector Standards in HR Management (Guidelines sect 18). Further to this, the PADS Policy states that the manager or employee can request performance review meetings or discussions at any time, and the PADS agreement can be amended to reflect the outcome of these discussions, including any training needs. All training needs identified in the PADS agreement for all employees are provided to the Training Academy to enable planning to occur for the following year professional development courses facilitated both at the Academy and in the prisons.</p>
<p>6. Revise Policy Directive 41 to remove remaining ambiguity from the classifications of staff assault.</p>	<p>Supported – Existing Departmental Initiative</p> <p>Policy Directive 41 - Reporting of Incidents and Additional Notifications was amended and republished with an effective date of 29 January 2014. This is a dynamic policy which is reviewed on a continuous basis to meet changing reporting requirements and to address ambiguous definitions.</p>
<p>7. Improve record keeping practices, incorporating:</p> <ul style="list-style-type: none"> i) Quarterly reviews to identify incomplete incident reports ii) Effective quality assurance practices iii) Enhanced performance development for report writing when needed. 	<p>Supported</p> <p>With the establishment of the Operations Cell the closure process for incident reports will be incorporated into the duties of the 24 hour duty manager. In addition to this a full quality assurance process has already been established for the tracking and completion of all PD41 returns ensuring that the reports are accurate, reviewed by the Superintendent and also by the Operations Team. This allows for the identification of lessons learnt and these are shared regularly with the Operational field.</p>
<p>8. Formalise the review of all staff assaults, including documenting triggers for the assault and the consequences (DCS and other) applied to the prisoner.</p>	<p>Supported</p> <p>The Department agrees that the reviewal processes for staff assaults needs improvement. This matter will be considered as part of the current functional restructure.</p>