Oberon Correctional Centre

Gurnang Life Challenge

Induction Case Plan
Case Plan Endorsement
Program Performance Indicators
Exit Summary

Protocols
Introduction, History, Purpose, Acknowledgements and Future

Introduction
Case management is a key strategy for the management of young adult offenders. The case management of offenders participating in Stage 3 of the Specialised Young Adult program (commonly referred to as Gurnang Life Challenge) at Oberon CC (OCC) is intensive and extensive and requiring unique processes and procedures.

All programs conducted at OCC are selected by offenders in consultation with a Case Management Team. All offenders irrespective of diversification, i.e. young adult and adult set a Gurnang Life Challenge Induction Case Plan (within 72 hours of arrival), supplemented by a Dynamic Risk Information Planning process and one month later have the Case Plan Endorsed and are subject to an Exit Summary at the end of their program. In conjunction with the case plan meetings, all offenders’ performance on the various programs is measured through Program Performance Indicators on a monthly basis.

Additionally all offenders at OCC are subject to Case Management and Classification at the end of their program and or as required vide normal Case Management Team meeting as specified in Case Management Policies.

In a nutshell
Case Management is the safety net upon which all programs are driven, selected, and monitored.

History
Since the inception of the Specialised Young Adult Offender program at Newnes CC in 1991, case management was built into the program as an integral key requirement. At Newnes CC a Token Economy System (TES) was directly linked to performance of the offenders and case management. When Stage 3 of the Specialised Program was transferred to Oberon CC in 1993, the TES, performance, case management link concept was also transferred and expanded upon. The ”What Works” literature specifies the need to ensure that a system of using positive reinforcers in lieu of punishment to effect change in participants is essential (Gendreau P “The Principles of Effective Intervention with Offenders”). The unique case management of offenders on Gurnang Life Challenge included originally, Program Level Reviews (PLR), then were developed into Case Plan Reviews (CPR) and Case Team Reviews (CTR) to eventually the modern day of a combination of induction, case planning, program performance monitoring and exit summaries. All of the protocols were developed within the central themes of positive reinforcers and as a means of ensuring program integrity and standards of achievement.

Purpose
The purpose of this manual is to introduce the 2011 edition of Gurnang Life Challenge unique case management processes, the documents include; Gurnang Life Challenge Induction Case Planning, Case Plan Endorsement, Program Performance Indicators and Exit Summaries. Dynamic Risk Information Planning is specified in a stand alone manual.

Acknowledgements
All staff of Oberon CC including custodial, industrial, OS&P and Administration are acknowledged for their commitment to case management and their involvement in the unique case management processes. David Ward Manager Offender Services & Programs, Jo-Anne Bailey Case Management & Classification Co-ordinator and Andrew Sterling Assistant Superintendent all of Oberon CC are acknowledged for their great contribution in the development and implementation of these protocols.

Future
Case management within CSNSW is emphasizing electronic case management more and more, it is envisioned that the protocols specified in this manual will eventually be electronic.
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PROTOCOL

INDUCTION

CASE

PLAN

Oberon Correctional Centre
Gurnang Life Challenge
PROTOCOL INDUCTION CASE PLAN (ICP)
OBERON CORRECTIONAL CENTRE

Background:
All inmates in Corrective Services NSW should have a detailed and comprehensive initial case plan that reflects their individual dynamic risk factors and other relevant needs when they are transferred from a remand centre to their Gaol of Classification. This plan is called the Initial Case Plan. All Correctional Centres have a requirement to have an Induction Program complete with an Induction Case Plan, the Induction Case Plan ideally should be in line with the requirements of the Initial Case Plan, which ideally is a case plan that reflects the needs of an offender based upon risk planning and any assessments completed, e.g. LSI(R).
The Initial Case Plan along with Induction case planning is the cornerstone upon which are built dynamic and ever developing case plans.

OCC Induction Case Plans
All inmates whether on the Gurnang Life Challenge or Adult C2 program are to have an Induction Case Plan developed complete with an Induction Case Meeting within 72 hours of arrival at Oberon CC. The process starts from the time Classification & Case Management Co-ordinator (CM&CC) receives a movement order (Section 23).

The Process
Upon Arrival: Inmates undergo reception into the centre at Reception, where among many other issues, property, cell allocation and gaol clothing take place. From the case management/security point of view, verification of inmate’s case and warrant files take place. Medical and other relevant files are dispersed to the appropriate areas. Additionally, an Inmate Profile Form is completed, which ensures that the inmate has no self-harm issues and other relevant highlighting factors. On completion of Reception, inmates go into the compound to sort out their cells and then are given a walk and talk about boundaries and basic rules and security data. The case and warrant files are then placed in the Manager of Security’s office for on forwarding to case management area for development of the Induction Case Plan. An example of an Inmate Profile Form is located at Annex A.

Induction Case Plan: After Reception, CM&CC will obtain the latest Convictions and Sentence Printout, Inmate Profile, Case Plan, LSI(R) and Pre-Sentence Report from OIMS and will complete the relevant areas on page 1 of the Gurnang Life Challenge booklet and or Adult C2 program booklet, dependant upon age and if necessary sentence length. Additionally, CM&CC will enter data on page 5 of required booklet as to C3 date and whether CMT, PRLC, SORC or DRC. Examples of both booklets are located at Annex B and C. CM&CC will also initiate the data that is available at the time on the Induction Analysis Sheet.

Induction Analysis Sheet
Induction Analysis Sheet is a two paper that is used as a tool for all staff to quickly examine the relevant data of inmates who arrive at OCC whether on the Gurnang Life Challenge Program or Adult C2 Program. The data includes:
MIN, Name, Age and D.O.B., Crime, Dynamic Risk Factor, C3 date and issue e.g. PRLC etc., Remarks and EPRD. Page 2 of the Induction Analysis Sheet data includes; Programs History, School History, Work History and Behaviour History. The majority parts of the Induction Analysis Sheet is completed by CM&CC, though there will be areas that the staff member who is conducting the induction case plan will need to complete. An example of an Induction Analysis Sheet is located at Annex D.
Researching Induction Case Plan

All Offender Services & Program staff are required to participate in the Gurnang Life Challenge intake induction case plans. Custodial staff that are on the intake case team are also required to participate in the induction case planning. Staff as required participates in induction case planning for Adult C2 inmates.

The steps required to research an induction case plan whether Gurnang Life Challenge or Adult C2 is:

Note the inmate is not required at the research stage.

1. Match Case Management File (CMF) with induction case plan booklet, obtain copy a of induction analysis sheet.
2. Read Convictions and Sentence and Inmate Profile printout and ensure data on page 1 of booklet matches. Enter number of admissions to Corrective Services to page 1 of induction booklet in “previous adult corrections areas”. Ensure data is transcribed to induction analysis sheet.
3. Open CMF from the back and read the NSW Police Service Custody Management Record. This document contains arrest comments e.g. intoxicated at arrest and NOK details. Place NOK in the welfare area of page 3 of induction booklet. Skim the document look for Y comments (meaning yes); place these comments in the appropriate area of induction booklet.
4. Continue to skim CMF. Look for New Inmate Lodgement & Special Instruction Sheet and Inmate Identification & Observation Form and Intake Profile Form. These documents contains a lot of relevant data, it will verify NOK details, supply data as to schooling, employment prior to custody, social welfare needs and whether the inmate has had prior custody as an adult or Juvenile Justice. Ensure JJ and adult CC history is placed on Induction Analysis Sheet. Additionally, the documents will give a guide to criminogenic issue, attitude issues, potential self-harm issues, and whether the inmate can read and write to a functional level. Transfer data to pages 2 and 3 of induction booklet. Additionally, the Inmate Identification & Observation Form will specify AVO requirements. If this area is identified, make a comment on the welfare area of the induction booklet and a comment in “remarks” on Induction Analysis Sheet. Ensure that a referral is raised to Welfare to verify that the AVO is active and or has been de-activated.
5. Continue to skim the CMF. Look at the case note running sheets. They often give information that is relevant and sometimes very insightful as to inmate behaviour and contact with services and family. Transfer relevant comments to induction booklet. If a pattern of negative behaviour is evident in case notes e.g. a number of entries on the same issue is recorded then transfer a comment such as “history of-------- is evident in CMF”; ensure you enter this information in the “behavioural area” of page 3 of induction booklet and in the remarks area of the Induction Analysis Sheet.
6. Other relevant information is contained in alerts area of CMF and generally will contain medical screening information, A&OD, mandatory notification to self-harm and suicide risk management information. Often these documents will give an indication as to criminogenic issues such as A&OD and anger, depression etc. Ensure context of comments are transferred to A&OD and or psychological areas of page 3 of induction booklet. All self-harm and or suicide risks are to be commented in “remarks” area of Induction Analysis Sheet.
7. Referrals are an important area of your research; ensure you understand the context of a referral and it’s response. Transfer to induction booklet as required. If a referral is not answered and or not responded to then initiate another referral to the relevant area. Ensure a copy of the new referral is placed on the CMF.
8. Pre-Sentence Reports (PSR) often supply additional information as to the offenders behaviour and contributing factors to the offences and family, employment and schooling history, transfer relevant information into relevant area of Induction Case Plan.
9. Judges comments are very relevant. You won’t have time to read them in detail. The secret is to skim, look for issues such as chances of rehabilitation, pre-sentence reports, reasons that the crime
was committed, what the inmate used as a defence argument. Ensure remarks area of Induction Analysis Sheet is annotated with the comment Judges Comments on CMF, or if PRLC, SORC or DRC and Judges Comments are required then ensure you order the judges comments through CM&CC.

10. Read LSI(R), transcribe domain scores into the relevant area on Page 3 of Induction Case Plan, ensure domain scores above 2 or 50% value are also transcribed onto relevant areas of the Intake Analysis Sheet.

11. Read previous CMT documentation in particular the CCG comments on the last page of the Conviction Sentence Printout. Often the CCG will say “complete Young Adult Stage 3” as a basic plan. Though more and more, the data is supplied to ensure the inmate does address or complete a specific program or issue. Should this occur then you write in Induction Case Plan on page 4 of induction booklet “Previous case plan specifies to complete program------“.

12. Read Case Plan, if case plan specifies a particular program ensure transcribe specific requirements into the induction case plan on page 4.

13. An important area in the case file is work reports at previous Correctional Centres. Place a comment on pages 2 and 3 of induction booklet, if the inmate has a report it will exhibit either a good work ethic or a negative one.

14. Certificates or reports from OS&P or education of courses completed should be annotated on page 2 and detailed on page 3 of induction booklet.

15. Enter the required data in the induction case plan page (page 4) as to intake, C3 date, start date, CPE date, and employment gain date. If in doubt see your team leader or CM&CC. CPE date for YAP is detailed on induction analysis sheet; employment gain date is the Monday after Kick-start. CPE date for AC2 is one calendar month from induction; employment gain date is the next working day.

16. Quickly re-read the information you have collected in the induction booklet and the induction analysis sheet. Re-qualify any comments you have written. You are now ready to interview the inmate and develop an induction case plan in conjunction with the inmate.

**Inmate Interview**

Ideally you should interview the inmate that you did the research on, and as much as possible this is to occur. However, when an intake of Young Adult Program participates arrive it is often necessary to interview and develop a case plan from an induction booklet and case file that you did not research, hence the advantage of correctly completed information. Prior to paging the inmate, ensure you have the induction booklet, CMF and a copy of the induction analysis sheet. File the induction booklet in the CMF in the monthly review section of the CMF, if the inmate is long term or sequentially if short term.

When you meet the inmate, introduce yourself and explain that you and he are going to develop an induction case plan. A guide to the steps is detailed below:

1. Open CMF to induction booklet; ask the inmate to verify his offences and check that he knows his NPP and ask, “what is his discharge date?” You would be surprised at the numbers who don’t know.

2. If he has offences in custody, remind him that he gets a fresh start at OCC, though we will not tolerate any charges at OCC.

3. Re-check medical needs and if the inmate has not had an interview with NIC, tell him that when you finish with him he should see the NIC for a health check.

4. Check the inmate’s attitude or response to the Induction Case Plan note his response on the document.

5. Go back to his offences and ask, “Why he did those crimes?” Explain that the reason you are asking is to look at how he (the inmate) is going to achieve C3 or parole. Briefly explain that he
has to address his criminogenic needs to achieve C3 or parole. Place response in Page 2 of induction booklet and on the induction analysis sheet. Keep the response simple. If the inmate says “drugs” or “alcohol” check whether it was related to peer pressure. Do not accept “stupidity”, usually the responses include impulsivity, gambling, anger and greed as well as drugs and alcohol. The essential question is “What caused the inmate to commit the offence or offences?” See OCC Therapeutic Protocol

6. Verify the contents of the preparation for OCC on page 2 of booklet. Update from the responses of the inmate and requalify the information on page 3 as required. Note, if they have a resume at home advise them to have it sent in otherwise they will have to re-do résumé in OCC’S Job Seeking Skills course.

7. Verify other issues on page 3 e.g. psychology, welfare, A&OD, parole and correctional behaviour. If behaviour is highlighted, warn the inmate that negative behaviour is not tolerated at OCC.

8. YAP participants are introduced to the Gurnang Life Challenge program the day before the induction case plan. Therefore there is no need to explain the Gurnang Life Challenge, though be prepared to answer questions.

9. You are now ready to develop an induction case plan.

Developing an Induction Case Plan

The induction case plan will be different dependant on the status of the inmate. Status at OCC includes Young Adult Program (YAP) or Gurnang Life Challenge, Adult C2 (AC2) or Young Adult C2 (YAC2) and Nucleus (NUC.). Collectively AC2 and YAC2 are called Sentenced Inmates or SI’s. All nucleus inmates who arrive at OCC whether as a dedicated nucleus from JMCC or from other centres must commence their program at OCC as an AC2. The development from AC2 to nucleus is a specialised (see Adult C2/Nucleus Protocol) the protocol is under the direct control of the MOS&P.

Whichever status of the inmate the induction case plan is designed to reflect the initial case plan, the case plan that the inmate was sent to OCC to achieve and most importantly his individual criminogenic or dynamic risks. Additionally the induction case plan is designed to last for one month in order for staff and the inmate to develop their case plan endorsement (CPE). Hence the induction case plan should have words like “examine ---- program” or “consider ---- program”. The induction case plan is to specify urgent issues such as welfare or self-harm issues. Ideally the induction plan is to indicate the inmate preference for future programs after OCC.

Essentially the induction case plan allows the development of thoughts and futures and awakens the inmate to begin the process of taking real responsibilities for his own case plan by encouraging him to talk to the relevant staff about his individual requirements e.g. if the agreed induction plan specifies “examine A&OD Relapse Prevention program” then the inmate has one month to CPE date to research what is involved in that particular program.

Gurnang Life Challenge Induction Case Plan

Prior to specifying the individual requirements ensure that the inmate understands the following data:

- Intake number
- Start date of program
- C3 actual and eligibility date and CMT, PRLC or DRC, please note if the inmate is under a window period from dirty urine, ensure that he is aware that his C3 date is subject to a window of 6 months from date of charge. Additionally, please note if the inmate has an appeal pending and or D.P.P. is appealing then C3 classification is not an option until the appeal is resolved and or will be resolved prior to CMC date.
- Case Plan Endorsement date
• Employment gain date
• From the information that you and the inmate have discussed, specify programs that you and he agree to examine, if in doubt read the Case Selected Therapeutic Protocol (copy held by CM&CC). Additionally if the inmate has special needs e.g. family, housing etc. specify to see welfare and case officer to resolve issue, or potential self-harm to see psychologist to resolve issue. Don’t forget vocational and academic education can be a therapeutic requirement. Personal growth issues should be specified.
• Should the initial or sending case plan be specific then you must repeat the context in the induction case plan.

Essentially the induction case plan specific requirements should match the criminogenic or dynamic risk requirements; there is no requirement in the YAP induction case plan to specify programs that are in the Gurnang Life Challenge. On completion of the interview and prior to dismissal, carry out the following:

1. Have the inmate sign and agree to the case plan. Ensure that he reads the agreement (often a chance to verify literacy and if you believe he had a lot of problems reading amend the case plan and send a referral to Education).
2. Dismiss the inmate. Photocopy the induction case plan (page 4) and have him take the copy to any staff member or nucleus and have it re-explained.
3. Update relevant information on the induction analysis sheet and hand the sheet to CM&CC.
4. Sign the Induction Plan under de-brief officer area. If not already filed, file the induction case plan in the Monthly Review Section of CMF.

In nutshell, the purpose of the induction plan is to settle the inmate into OCC and to give direction in terms of case planning. Don’t forget the induction plan is for a one-month period and will be endorsed at the Case Plan Endorsement.

**Adult or Young Adult C2 Induction Case Plan**

These induction case plans are similar to the Gurnang Life Challenge with the exception that unless evidence is supplied or can be supplied by the inmate then they must complete within one month i.e. before CPE date, a Health Information Workshop, a Job Seeking Skills program and an induction Occupational Health & Safety program.

These inmates are to have their work gain date to be the next working date after the induction case plan. Should an inmate arrive at OCC with documented history as an adult nucleus, place the context of the nucleus information on his induction case plan with a statement such as “review for nucleus at CPE”.

**Key to Abbreviations**

- **OCC**: Oberon Correctional Centre
- **LSI(R)**: Level of Service Inventory Revised
- **CMF**: Case Management File
- **NOK**: Next of Kin
- **DOB**: Date of Birth
- **EPRD**: Earliest Possible Release Date
- **MIN**: Master Index Number
- **CM&CC**: Case Management & Classification Co-Coordinator
- **CMT**: Case Management Team
- **PRLC**: Pre-Release Leave Committee
- **DRC**: Directors Review Committee
- **SORC**: Serious Offenders Review Committee
- **CPE**: Case Plan Endorsement
- **YAP**: Young Adult Program- young adults on Gurnang Life Challenge Program
- **AC2**: Adult C2 program
- **YAC2**: Young Adult C2 – young adults not on YAP
- **Nucleus**: Inmates trained or assessed as peer educators
M.I.N……………………………………………………………
Surname …………………………………………………
Given names …………………………………………...
D.O.B…………………………Sex…………………Intake……

GURNANG LIFE CHALLENGE

- Reception / Induction
- Program Performance Indicators
- Case Plan Endorsement
- Exit summary

Interpreter required □ Yes □ No
Language spoken …………………………………………

ATTACH INMATE PROFILE DOCUMENT AND CONVICTION SENTENCE APPEALS REPORT.

CUE: CM&CC highlights on Profile and RSO: EPRD, Alerts and last Case Plan, CM&CC then enters the following data on Intake Analysis sheet: MIN, Name, DOB, Age, Convictions, Sentence and NPP, CMT/PRLC and applicable date, active alerts and EPRD. CM&CC enters relevant data in the Inmate Status, Further Court / P&P Hearing and C3/Parole areas of this booklet.

CUE: Staff member developing Induction Case Plan reviews all above data and enters on Intake Analysis sheet: Adult CC history, DJJ history, Institutional Disciplinary history – number of and latest & CC received from. Staff then conducts their research and note in relevant areas of this booklet as specified in Induction Case Planning protocol. The following information is addendums to the Induction Case Planning protocol.

Preparation for Gurnang Life Challenge area

Place a tick in yes/no blocks, if yes add comments as to; Where/What/Date completed, if not applicable place N/A in comments area, repeat information onto Intake Analysis sheet.

Case Plan History/Issues/Needs area

Enter data as applicable, Welfare is to include support person and location of support, Work history incarceration is to include good/negative work readiness reports; CC behavioural issues is to include context of negative case notes and internal disciplinary charges.

Dynamic Risks/Criminogenic Needs/Personal Growth area

LSI(R) if available is to be utilised as specification as to dynamic risk, if not available make a judgement call after Motivational Interviewing of inmate, utilizing the choices presented on the form, other relevant documents to define Dynamic Risk are; OCC Therapeutic Protocol, Pre Sentence report, Judges Comments, Case Notes and other reports in CMF. Personal Growth needs are to be noted from either known case file information or through a judgement call during Motivational Interview with inmate.

Induction Case Plan area

Dot point issues as agreed between yourself and inmate, ensure you specify a position and name for the inmate to talk to regarding a specific issue.
A research officer is defined as an officer who read the CMF and entered data on Gurnang Life Challenge Induction Booklet and Intake Analysis sheet.
De-briefing officer is defined as an officer who conducted the development of the Induction Case Plan with an inmate; this officer completes the data entry on the Induction Booklet and the Intake Analysis sheet.

Ensure the inmate receives a copy of the Induction Case Plan

Note:
Ensure you have a detailed working knowledge of following protocols:
- Induction Case Planning
- Dynamic Risk Information Planning (DRIP)
- Case Plan Endorsement
- Therapeutic and Dynamic Risk Programs

Warning: At all times write neatly, preferably print.
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<th>Inmate’s status:</th>
<th>CMT ☐</th>
<th>PRLC ☐</th>
<th>SORC ☐</th>
<th>DRC ☐</th>
<th>ABORIGINAL/TSI ☐</th>
<th>COMM QTY ☐</th>
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**Adult Criminal History** ............................................. Juvenile Justice
History............................................

**Further Court/P&P hearing/Home Detention:**

- ☐ Appeal............................................. ☐ Further Charges.............................................
  (A lodged appeal will not allow inmate to apply for C3 status)
- ☐ P&P hearing............................................. ☐ Home Detention hearing.............................................

**C3/Parole:**
C3 original eligibility date: ....................... Parole review date: ....................... C3 actual date: ....................... Note: C3 actual date is the CCG date; YAOP the CCG date of the intake.

**Preparation for Gurnang Life Challenge:**

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<td>LSI(R) Education &amp; Employment Domains</td>
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<td>Other Training / Education completed / What / Where / When:</td>
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<td><strong>Welfare / Family / Community issues / needs</strong></td>
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<td>LSI(R) Accommodation Domains</td>
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<td>LSI(R) Family/Marital/Relationship Domains</td>
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<td>LSI(R) Financial Domains</td>
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<td>Programs completed/ What /Where / When:</td>
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<td><strong>Work / Readiness</strong></td>
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<td>Work history prior to incarceration:</td>
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<td>LSI(R) Employment Domains</td>
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<td>Work history during incarceration:</td>
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<td><strong>Personal Development Issues/ Needs</strong></td>
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<td>LSI(R) Companions Domains</td>
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<td>Programs completed / What /Where / When:</td>
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<td><strong>Parole requirements / issues</strong></td>
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<td><strong>CC Behavioural</strong></td>
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<td>Issues</td>
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<td><strong>Urine Test requirements</strong></td>
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DYNAMIC RISKS / CRIMINOGENIC NEEDS

☐ Peer Pressure ☐ Alcohol ☐ Drugs ☐ Anger ☐ Impulsivity ☐ Other ......................

NOTE: The dynamic risk must be valid and authenticated, stupidity is not valid; the dynamic risk must reflect therapeutic programs as specified in Therapeutic Protocol.

Attitude and body language at ICP: .................................................................
.............................................................................................................................

NOTE: Place a comment in this area as to how the inmate is reacting to the development of the Induction Case Plan or if a known personal growth need exists.

Induction Gurnang Life Challenge Case Plan:

Intake: ............................................................... Start date: ............. / ........... / ...........

C3 eligibility actual date: .......... / ...... / .... ☐CMT ☐PRLC ☐SORC ☐DRC

Case Plan Endorsement date: .......... / ........ / ........ CASE TEAM: ...........................................

Employment Gain date: .......... / ........ / ........ .................................................................

Specify other issues / programs:

Complete all relevant aspects of Gurnang Life Challenge Intake.............
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Inmate’s agreement
I have attended this induction meeting today and have had the details and contents of this form explained to me. I agree to develop a Case Plan by the Case Plan Endorsement date specified above. I further acknowledge to be of good behaviour and not to be involved in illicit substance use.

Inmate’s signature: ............................................................... Date: ...... / .... / ......

Induction Team Signatories

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Signature</th>
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<tbody>
<tr>
<td>Researcher</td>
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<td>De-Briefing</td>
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</table>
**OBERON CORRECTIONAL CENTRE INDUCTION CHECK LIST**

**Date:**

**INTAKE:**

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<tr>
<th>MIN</th>
<th>NAME</th>
<th>Age</th>
<th>DOB</th>
<th>SEN</th>
<th>NPP</th>
<th>OFFENCE</th>
<th>CRIME CAUSAL</th>
<th>C3/PRC/PR LC DATE DUE</th>
<th>REMARKS/SPECIAL NEEDS/ RIT NEEDS</th>
<th>PRIORS JJ HX GAOL</th>
<th>ALERTS</th>
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**Dates are examples only**

**Dates:**
- ARRIVE 12/06/11
- INDUCTION 14/06/11
- EOP 24/06/11
- PPI C 06/07/11
- PPI B 04/08/11
- PPI A 12/09/11
- CMT 19/09/11
- CCG 28/09/11
- GRAD 30/09/11

## OBERON CORRECTIONAL CENTRE INDUCTION CHECK LIST

<table>
<thead>
<tr>
<th>MIN</th>
<th>NAME</th>
<th>PRIOR/PREP PROGRAMS</th>
<th>SCHOOLING LEVEL</th>
<th>WORK HISTORY</th>
<th>BEHAVIOUR HISTORY</th>
<th>DOMESTIC VIOLENCE</th>
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<td>LSIR, SCORE, PSR EXIST</td>
<td>EPI ON FLY</td>
<td>EXTERNAL / INTERNAL</td>
<td>(CHARGES &amp; CASE NOTES)</td>
<td>AVO HISTORY</td>
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RA=Raising Awareness, AODA=Alcohol & other drug awareness, SM=Stress Management, AM=Anger Management, RP=AOD Relapse Prevention, PG=Problem Gambling, AVP=Alternatives Violence Program, PEP=Personal Effectiveness Program, AA=Alcoholics Anonymous, NA=Narcotics Anonymous, HIW=Health Information Workshop, HST=Health Survival tips, EDUC=Lit/Num/Art AEVTI, VOCED=Vocational education (AEVTI/TAFE), DAA=Drug Alcohol Addictions, ME=Managing Emotions, SMART=Getting SMART, YASP=Young Adult Satellite Program, YAPP=Young Adult Preparation Program

PROTOCOL

Case

Plan

Endorsement

Oberon Correctional Centre
Gurnang Life Challenge
CASE PLAN ENDORSEMENT (CPE) PROTOCOL
OBERON CORRECTIONAL CENTRE

Introduction:

All inmates at Oberon CC have an Induction Case Plan developed within 72 hours of arrival at Oberon CC, see Induction Case Plan Protocol. A copy of the Induction Case Plan is in each individual Case Management File (CMF), located in the Monthly Review Section of the CMF, or chronological in Case Management if short term CMF. Additionally, the inmate will hold a Photostat copy of the Induction Case Plan. The Induction Case Plan is designed to settle the inmate into Oberon CC, highlight urgent issues and give direction and guidance in terms of case planning. An induction Case Plan has a shelf life of one month from arrival, hence the importance of “endorsing the case plan”, and the protocol of a document called Case Plan Endorsement (CPE). A copy of the document is attached at Annex A.

Purpose of a Case Plan Endorsement

A CPE will verify, endorse and time line any vocational education training programs, specialised work ethic issues, work readiness programs, dynamic risk or criminogenic programs, personal development and pre-release programs. Additionally, the CPE is to specify the requirements for the development of C3 program or parole requirements.

Who and When in Relation to a Case Plan Endorsement:

All inmates at Oberon CC, whether on Gurnang Life Challenge, Adult C2, Young Adult C2 or Nucleus programs are to have a Case Plan Endorsement completed, de-briefed and signed within one calendar month of arrival and or from development of a Case Plan Induction; The exceptions to this requirement is for inmates who are imminently in the process of discharge and in that case will be subject to Discharge Summary Action. Generally, inmates on Gurnang Life Challenge Program complete a Case Plan Endorsement with the C Level Program Performance Indicator; see SOP 62 Program Performance Indicator Protocols. All Adult C2, Young Adult C2 and Nucleus inmates will generally complete a Case Plan Endorsement in conjunction with their first performance review.

Note; the exact date can vary dependent upon operational, program and staff needs, BUT must be as close to the scheduled date as possible.

Case Plan Endorsement Preparation:

The CPE document will be found in the Monthly Review Section of the Case Management File (CMF) attached to a Gurnang Life Challenge or Adult C2 booklet, to prepare a CPE document for completion, the follow steps need to be undertaken:

1. Ensure that identification details are in the space provided.
2. Place today’s date in the space provided.
3. Place program commencement date in space provided, commencement date will be on Induction Case Plan document.
4. Place Earliest Possible Release Date in space provided, EPRD will be found in Induction Case Plan, though if in doubt check latest Convictions Sentence printout.
5. Check C3 eligibility date and ensure that if eligible, a date and whether CMT/PRLC/SORC or DRC is specified. Please note if inmate is an appellant this also needs to be specified.
6. In Requirements area of CPE specify requirements with a tick or envisioned date or with a NA (Not Applicable), if there is no requirement in that particular field. If there is no requirement for C3, ensure that NA is placed in the Application, Sponsors, Judges Comment, A & OD Report and Psychologist
All inmates require annotation in the Addressing Offender Behaviour and PPI fields irrespective of C3 requirements or status i.e. YAP, AC2 or Nucleus. Note Sponsor check is any time after CPE, Judges Comments is ASAP and AOD and other reports is CCG date. Application date for YAP is at PPI A date as specified for that intake on 12 Monthly Calendar. Application date for AC2/nucleus inmates is the closest CMT date to 8 weeks from arrival at OCC.

7. Read Induction Case Plan and case notes and or work reports, note any issues in your mind or on scrap paper. If applicable and if they are available read any A & OD or Psychologists reports and Judges Comments. Should you require clarification from any discipline consult with that appropriate discipline prior to calling the inmate.

8. Ensure you read LSI(R) and Case Plan.

9. If YAP ensure you have a copy of their DRIP available to hand to inmate upon completion of the interview, file original behind CPE in Monthly Review Section of CMF.

Inmate Interview

Page inmate and introduce yourself, explain to the inmate that you and he will develop a Case Plan Endorsement, and if YAP that you will issue and explain their DRIP they developed earlier in the program, check his understanding of his Induction Case Plan by asking him to explain what he had to achieve, if necessary re-read the Induction Case Plan. To conduct the interview and development of the Case Plan Endorsement, undertake the following steps:

1. Read to the inmate the information you wrote on the CPE document, viz, EPRD, C3 date, explain steps of CMT, sponsorship requirements (refer Oberon SOP 49), A&OD and or Psychology requirement. Note dependent upon needs or crime A&OD and or Psychology report may be NA, check with Case Management & Classification Co-ordinator, all PRLC, SORC, DRC and commercial quantity of drugs crimes are mandatory for AOD report and or if PRLC/SORC, MOS&P report.

2. Based upon Induction Case Plan, performance to date (see Program Performance Indicator Protocol) and any other reports specify programs and issues that have to be addressed by the inmate to meet his goals. **Education programs** are to be specified and in particular criminogenic or dynamic risk programs are to be specified (these programs are called Selected Therapeutic), include parole requirements. If Judges Comments specify a particular program ensure that the program is specified. Note attempt to specify time lines i.e. dates of programs if possible, if you specify 1:1 A&OD, Psychology, Welfare or Parole counselling ensure that a weekly or monthly interview requirement and the reason e.g. risk assessment etc. is specified.

3. Please ensure that any identified personal growth needs (communication, body language, lack of social, hygiene skills) are specified and that the appropriate program is notated. **Ensure you have a detailed knowledge of the Therapeutic Protocol.**

4. Ensure LSI(R) domains and Case Plan requirements are specified in the appropriate areas of Specific Program Needs

5. Place required location of the next program needs, e.g. Works Release (Silverwater or specify location) in the space provided, this could be a CC that is close to discharge location for family contact or specialised programs such as Ngara Nuru etc.

6. Ask the inmate to specify his program goal and a post re-release goal, write the goals in the space provided.

7. Place other relevant information in the Notes area of the CPE document, a note that is mandatory for appellants is to specify; “C3 date is dependent upon resolution of appeal”. No inmate may have a C3 if appealing and or the Justice Authorities are appealing.

8. You and the inmate sign and date the CPE document.

9. Photocopy the CPE document and give to the inmate and tell him to use the document as a checklist. Issue copy of DRIP if YAP.

10. Dismiss the inmate upon completion.
Post Interview

Ensure that the CPE document is filed in the correct area of the CMF; draft any relevant referrals to appropriate disciplines. Advise Case Management & Classification Co-ordinator of selected therapeutic programs that you and the inmate specified, (the purpose of this is to allow for communication to relevant staff). CM&CC will provide a Dynamic Risk Program Requirement Sheet for this purpose.
## Management Program – Young Adult Offender
### CASE PLAN ENDORSEMENT

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<th>M.I.N.</th>
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<tr>
<td>Surname</td>
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<td>Given Names</td>
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**Date:**

**Program Commenced:**

**E.P.R.D.:**

**C3 Eligibility:** YES / NO

### REQUIREMENTS C3/Parole

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<td>AOD Report</td>
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Other Reports (specify)

### INMATE SPECIFIC PROGRAM NEEDS:

- Vocational Education LSI(R) Domains & Programs:

- Dynamic Risk Programs LSI(R) Domains & Programs:

- Other: Work, Personal Development, Responsibility:

- Dynamic Risk Plan Completed (copy attached), LSI(R) variations:

### FUTURE CORRECTIONAL CENTRE / PROGRAM:

(On completion of Oberon CC)

1. 
2. 

### INMATE GOALS: include Program Goal and Life Goal

1. Program goals:

2. Life Post Incarceration goals:

### NOTES / COMMENTS:

_________________________

_____________________________

Debriefing Officer Signature

_________________________

_____________________________

Inmate’s signature

___ / ___ / ___

___ / ___ / ___
PROTOCOL
Program
Performance
Indicator
Oberon Correctional Centre
Gurnang Life Challenge
PROGRAM PERFORMANCE INDICATOR (PPI) PROTOCOLS
OBERON CORRECTIONAL CENTRE GURNANG LIFE CHALLENGE PROGRAM

Background
The Specialised Young Adult Offender Program specifies the requirement for an inmate’s performance in the program to be regularly and systematically assessed and reviewed to ensure the objectives of the program are being achieved. During Stage 3 (Gurnang Life Challenge) of the Specialised Young Adult Offender Program, the requirements for the performance reviews are called Program Performance Indicators (PPI) and they are integral to the design and successful operation of the Gurnang Life Challenge Program. The rationale of PPI’s is essentially to ensure that inmates are achieving the objectives of the Gurnang Life Challenge Program, however other factors in their use are:

- An effective monitoring system of negative and positive performance that will allow for appropriate classification and case management of an individual inmate.
- Allows for appropriate praise, punishment and or repair of performance.
- A systematic process that exhibits an inmate’s growth and or failure.

The “What Works” literature specifies the need to ensure that a system of using positive reinforces in lieu of a punishment to effect change in program participants is essential in any program. Gendreau P, “The principals of Effective Intervention with Offenders”, is relevant which in part reads: “Three types of positive reinforces are used to strengthen behaviour. They may be tangible (money), social praise (attention, praise or approval) or activities (shopping, BBQ, or sports). Behavioural modifiers tend to use the first two (tangible and social praise) as they are natural consequences of a person’s life”.

Gendreau defines and explains that a reinforcement system for motivating offenders to perform prosocial behaviour is critical to effective change. The PPI system is designed to utilise the benefits of positive reinforces but is also designed to ensure that program standards are maintained and to enable rapid feedback to an individual participant’s performance.

The OCC system of PPI’s is based on using a combination of a social praise and tangible positive reinforcers, social praise is used, as inmates respond well to a “well done” statement and the use of a tangible reward is utilised, as the PPI performance is directly linked to inmate pay. Historically, the PPI’s at OCC were called Case Team Reviews (CTR’s) and Case Plan Reviews (CPR’s) and originally, Program Level Reviews (PLR’s). The standard that is in use today i.e. PPI has been developed from these previous initiatives. However, they all were designed with the central themes of positive reinforcers and as a means of ensuring program integrity and standards of achievement were met.

What PPI’s Measure
PPI’s measure an inmate’s performance in each of the aims of the Gurnang Life Challenge Program or the Adult C2 Program. The aims of the Gurnang Life Challenge Program are:

- Develop and prove a work ethic
- Complete successfully all core personal development programs
- Complete one vocational education program
- Achieve self responsibility
- Identify and address individual dynamic risk

Note, above aims have sub aims and objectives; please see Offender Services & Programs documents for details.

Additionally please note that all aims are equal in weighting.

The aims of the Adult C2 program are, similar to the Gurnang Life Challenge, except it is not compulsory to achieve a vocational education program, nor is it compulsory to successfully complete all core personal
development programs. Naturally, all inmates are encouraged and at times directed to complete some of these programs dependant upon their individual case needs. The aims measured at PPI’s for Adult C2 inmates are:

- Develop and prove a work ethic
- Achieve self responsibility
- Identify and address individual dynamic risk

The PPI’s for all inmates contribute to the addressing of the inmate’s individual dynamic risk factors, see Case Plan Endorsement and Induction Case Planning documents.

When PPI’s Are Conducted.

Young Adult Offenders on Gurnang Life Challenge Program.

The PPI’s are titled, Entry On Program (EOP), C Level (PPI C), B Level (PPI B) and A Level (PPI A). PPI’s and their intervals are specified on the Gurnang Life Challenge Program Pathway Sequence Flow Chart. The exact dates for each PPI with the appropriate intake are detailed on the OCC 12 monthly calendar and adjusted on a weekly basis on the OCC Weekly Program Forecast. The intervals for the PPI’s are:

- **EOP** - Working day 8, or 1 week after program commencement.
- **PPI C** - Working day 18, or 4 weeks (1 month) after program commencement, in conjunction with a Case Plan Endorsement.
- **PPI B** - Working day 39, or 8 weeks (2 months) after program commencement.
- **PPI A** - Working day 67, or 14 weeks (3.5 months) after program commencement, in conjunction with a Case Plan Synopsis.

Note; the exact date can vary dependant upon operational and program and staff needs BUT must be as close to the scheduled date as possible, individual changes are forecasted on the Weekly program forecast. A Level PPI is the PPI that cannot be deferred past its due date, as inmates must pass A Level to go on Carpe Diem wilderness expedition.

Additionally please note Case Plan Endorsements and Case Plan Synopsis has their own protocols.

Adult C2 and Nucleus Program Participants.

Adult C2 and nucleus inmates collectively called sentenced inmates are also subject to a PPI system. The PPI’s for these inmates are not forecasted on a schedule but are regularly conducted on a monthly basis, dependant upon an individual’s needs. Each sentenced inmate undergo an induction case plan upon arrival at OCC and one calendar month after arrival they are subject to a review of their performance in conjunction with a Case Plan Endorsement. Thereafter their reviews are specified on their case plan endorsement and forecasted on a status board dependent upon performance and or needs. Often ongoing reviews are conducted either as a stand-alone review or in conjunction with a formal Case Management Team (CMT) meeting.

PPI Composition

The composition of any PPI must comprise one Offender Services & Programs Officer and one Custodial Officer who ideally is the case officer for the inmate group affected, **this composition is the minimum requirement for any PPI, including EOP, C, B and A level PPI’s.** Ideally the panel can include a Case Manager dependant upon operational and roster requirements. Other staff can attend if they feel they have a need to be present and or the panel requests help for all or part of the PPI, e.g. assistance with a decision or to assist with inmate de-briefs. Chaplains can function in a PPI with full voting responsibilities, (note if the PPI panel has to become a CMT then the chaplain will become a non-voting member for the CMT only).

PPI Preparation Procedures

Case Management & Classification Co-ordinator will originate a request to all involved personnel for appropriate reports, such as; Custodial/Case Officer, Education, Overseers/ Industrial, Adventure Facilitator and other associated reports. The request under the cover of a memo or E mail will specify what report is required,
why it is required and a return date, it is incumbent on all staff to return the completed reports as soon as practical and before the due date, complete with a recommendation as to performance.

Upon receipt of the completed reports Case Management & Classification Co-ordinator will assemble the reports into alphabetical order and produce a blank result sheet for the appropriate PPI, for the relevant intake and or adult C2 group and place all documents in a folder ready for the panel to make decisions.

The forms to enable the PPI panel to formerly make the decision is already on the CMF, whether the group is Gurnang Life Challenge or Adult C2 participant, these forms were placed on the CMF at Induction into OCC.

Please note Case Management & Classification Co-ordinator does not participate in the decision making process of a PPI unless he/she is functioning as an OS&P Officer for a particular group. Additionally Case Management & Classification Co-ordinator is available to advise any panel as to procedures. Please note CM&CC can assist with adjudication on a decision, but generally does not sit the full panel.

**PPI Common Protocols**

The following are the common instructions for all PPI’s, detailed guides to “decision making” on each type of PPI is specified in later paragraphs. The common protocols for the conduct of a PPI are:

- The participant’s performance is being measured; therefore measure performance based on evidence within the reports irrespective of your personal feelings about an inmate. Rules of evidence prevail. Concentrate on the participant’s performance.
- The aims and objectives of the Gurnang Life Challenge or Adult C2 program are measured and assessed during each PPI, accordingly each aim is to be assessed as either; Unsatisfactory, Satisfactory, Above Satisfactory, Above Average or Excellent. There is neither room for borderline performance nor high or low performance in each of the performance indicators, e.g. high satisfactory or low above average. Essentially the PPI Panel must decide on each of the performance indicators against each program aim. An unsatisfactory performance will require an Intensive Case Review, see ICR protocol.
- The PPI panel generally should follow the recommendations of the reports unless the panel can see that the report and recommendation does not match, in this case the panel can make their own decisions provided rules of evidence are available.
- Should a report not be available then a verbal report is acceptable provided it is noted on the PPI form, generally these results must be satisfactory results, should the decision be either unsatisfactory or excellent then a written report is to be attached immediately. Should a Case Officer report not be available the panel must make their decision based on rules of evidence in the case file or from electronic case notes.
- Each level being assessed is based on the time period since the last PPI, not a historical overview from arrival or pre OCC. Though prior to the conduction of the current PPI, the panel should be aware of the performance at previous PPI’s, details are in CMF and on the folder that contains the PPI Result Sheet.
- Should an Unsatisfactory be awarded in any aim, an Intensive Case Review (ICR) is to be annotated on the PPI. See ICR protocol in this document, ICR is a “repair” protocol not a punishment.
- Should a performance not be unsatisfactory but the inmate is in danger of slipping and have potential for an unsatisfactory performance, then a warning is to be placed on the PPI, the warning should be specific and not general, e.g. in work say “Warning increase productivity at work”, not “lift your game at work”. Likewise in Responsibility areas don’t say “no more negative entries on running sheet”, rather address the specific area that is causing problems.
- PPI forms require a tick in the appropriate performance area and annotation on the Result sheet.
- Should the PPI panel decide to “fail” a participant, they must state on the PPI form “failed program due to------, refer to CMT”. Additionally, the PPI panel must make a formal referral on an Inmate Referral Form to Case Management & Classification Co-ordinator giving detailed reasons of why failure and recommendations as to what should happen to the inmate and further advice on case plans or management. Case Management & Classification Co-ordinator will ensure that the next available CMT will take action.
• Generally a PPI decision is final and will not be re-visited unless a staff member feels strongly about a decision; they can approach the Manager Offender Services & Programs to examine the issue. However provided the PPI panel was conducted based on rules of evidence and provided the evidence is correct, and then the decision will stand. Post mortems are not appropriate. Should a PPI decision be re-visited and a change in the decision is required, the original staff of the panel are to be consulted and must agree to the change, warning a revisit is relevant based upon incorrect evidence.

• Be very aware of the danger of the perception of “double jeopardy”, should an inmate receive a charge and does his punishment, it can be appropriate not to hold this against him to receive an unsatisfactory performance indicator as he has already been punished. Provided the inmate has addressed the issue he was charged for, no further action should be taken; obviously a PPI indicator of above average or excellent in the particular area is not acceptable. However, if a charge has been actioned and there is evidence of similar and/or different negative entries in Case Notes/Running Sheet, then a performance indicator of Unsatisfactory is warranted. Likewise if there is evidence of a warning in a previous PPI or counselling or warnings were given in case file and there is evidence of further occurrences then a performance indicator of unsatisfactory is warranted. Should a warning or counselling have been given in the PPI reporting period and the issue has been addressed and the inmate has responded to the issue in a positive manner then a PPI of satisfactory or above is warranted and appropriate.

• Should an inmate receive a positive urine result during the PPI reporting field then the result in the responsibility area is definitely unsatisfactory and an immediate referral to CMT is to be made. Remember always PPI’s are a tool to praise good performance and to address negative performance. The “What Works” literature as specified in the background area of this protocol is very relevant.

Program Performance Indicators and Offender Services and Programs Screen on OIMS
All PPI results are to be entered into OIMS Offender Services and Programs Screens on completion of each PPI. The data and process required to enter into OIMS is located at Annex A to this section of the protocol manual. The data is required to be entered by authorised OS&P staff within 72 hours of completion of the PPI.

The data entered into OIMS Offender Services and Programs Screens will be reflected on E case notes as a case note.

Intensive Case Review (ICR) Protocol
Should an offender receive an unsatisfactory in any one aim of a Program Performance Indicator he is immediately placed on an ICR. Intensive Case Reviews are designed to ensure; notification of a need to “repair” performance, serve as a formal warning system or process, give offenders an opportunity to correct behaviour, attitude or performance.

Once PPI panel decides on an unsatisfactory performance, write up in PPI Progress field of that particular PPI “Unsatisfactory (insert area) because of (insert reason), ICR in force until (insert completion of ICR date)”. An ICR Compliance Record is to be created see page 34, this manual for a general sample, the ICR Compliance Record is to be amended to reflect the specific issues/needs of the offender, the Compliance Record needs to be completed, signed and issued to the offender.

On completion the agreed Compliance Record is to be placed into OIMS as an electronic case note.
**Detailed Decision Making Protocols on Individual PPI’s**

**Program Performance Indicator Entry on Program (EOP)**

The design purpose of EOP is to ensure that a base line exists in relation to performance on the program. EOP is the building block upon which performance is measured and provides immediate feedback to the participant’s performance. Additionally, EOP provides the platform upon which to present the Gurnang Life Challenge and Challenge by choice contract.

The only reports necessary are Kick Start expedition report on each individual, a daily state sheet, and a copy of the induction analysis sheet. Should an inmate not have enrolled in a vocational education course and/or not attended interview day or other programs that are required such as Job Seeking Skills, Health Information Workshop or Occupational Health & Safety then a report or case note is to be advised to Case Management Classification Co-ordinator prior to the EOP panel sitting. Decision guide is as follows:

1. **Work Ethic.** The panel needs to confirm the inmate has a job and if there is evidence that he has started and is working well then a PPI of above satisfactory or above average is appropriate. If the inmate has a job but has not started then a PPI of satisfactory is appropriate. Should the inmate not have a job then a PPI of unsatisfactory is warranted.

2. **Compulsory Core.** Essentially the panel is to ratify the recommendation of the expedition report, though the panel is to ensure that the report is not ambiguous e.g. the tick component does not match the staff comments or the recommendation then the panel must make a decision as to the appropriate PPI. Additionally the panel is to skim the report to examine any special needs reported.

3. **Vocational Education.** A PPI of satisfactory only is warranted as the inmate would have only enrolled in a course, should there be evidence of nil enrolment then a PPI of unsatisfactory is warranted.

4. **Self-Responsibility.** The panel is to examine electronic case note for negative and positive behaviour since beginning the program. Should a negative entry exist and it is a warning/counselling, then a PPI of satisfactory performance with the words “Warning address----------”, is to be annotated in PPI Decision Area of the EOP PPI form. Should a number of negative entries be noted then a PPI of unsatisfactory is to be annotated and ICR action is warranted. Likewise if positive entries are noted and a well done is warranted then a PPI of above satisfactory or above average is warranted with the words “Well done in responsibility”, is to be annotated in the PPI Decision Area of the EOP PPI form.

5. **Dynamic Risk Program.** A PPI of satisfactory only is warranted, as dynamic risk programs would not have occurred for an intake at this stage.

A de-brief of the EOP is to take place as soon as practical after the panel has made their decisions, it is ideal if the panel who made the decisions conduct the de-brief. However, in an EOP it is practical for the case officers of the intake to conduct the de-brief, (see “Guide to De-briefing”, in this protocol).

Additionally to de-briefing the PPI result, the de-briefing officer must ensure that the Gurnang Life Challenge and Challenge by Choice contracts are understood and signed, ensure inmate receives a copy of each contract document.
Program Performance Indicator C level (PPI C)

The design purpose of PPI C is to build upon performance data developed in EOP and is the first opportunity to get some longer-term results; e. g. work reports should have some indicators of performance as 12 working days have occurred since EOP.

The reports required at a C level include; a work report or case note data relating to Work Readiness, a report on performance at Co-op 1, a report from Personal Growth 1, a case officers report, dynamic risk report (generally from AOD) and a vocational education report. Additionally, a Dynamic Risk Information Planning (DRIP) typed document is to be available. Case Management & Classification Co-ordinator will assemble the reports complete with the other PPI supportive documents in a folder for the PPI C level panel. Decision guide is as follows:

1. **Work Ethic** The panel must decide on a PPI result, all components of the work report are to be read and examined for ambiguities and the appropriate PPI is awarded. Ambiguities exist when the comments don’t match the appropriate tick box on a work report.

2. **Compulsory Core.** The panel is to examine a Co-op 1 and a Personal Growth 1 report and match both reports to a PPI result, should there be a major difference between the reports, the panel must decide on a PPI result based upon comments, generally the PG and Co-op reports will match and guide the panel.

3. **Vocational Education.** Examine the education report which will present a multiple level of data, parts will be required for the PPI and parts will be required for other case management requirements. Please note Education report will be required for CPE.

4. **Self-Responsibility.** A case officer report complete with case supervisors comments should be available for each inmate, the panel is to make a decision based upon the report and any recommendations, verify no ambiguities exist by ensuring comments reflect the tick areas. The panel is to ensure that case notes are checked to ensure no negatives or positive comments exist on the case file especially when the case notes are written after the case officers report is submitted.

5. **Dynamic Risk Program.** Generally the PPI result in this area is satisfactory only at this stage, though if AOD/SAPO report indicates no involvement by the offender to at least identify an individual dynamic risk then the result is unsatisfactory (please note do not confuse no requirement for dynamic risk with non compliance), additionally check DRIP to verify non compliance. Please note AOD/SAPO report and DRIP will be required for CPE.

De-briefing of the C level PPI is conducted in conjunction with a Case Plan Endorsement, the OS&P officer and the Case officer who conducted the C level are responsible for developing the Case Plan Endorsement and acting as the lead in debriefing both activities, see OS&P duties protocol and Case Plan Endorsement protocol. Any performance indicator of unsatisfactory must have an Intensive Case Review (ICR) plan in the decision area of the PPI C form.
Program Performance Indicator B Level (PPI B)

The design purpose of PPI B is to ensure that behaviour and performance is not slipping and of course to once again give formal feedback to each participant, as PPI B is conducted 2 months after program commencement. From a program development point of view performance can deteriorate at the mid way area due to loss of focus, accordingly the importance of a review and feedback.

Reports required at PPI B include; Case Officer complete with Case supervisors comments, Work or case notes relating to Work Readiness, Personal Growth (PG) 2 to 4, Motivator expedition and Vocational education. Decision guide is:

1. *Work Ethic*. Ditto comments in PPIC.
2. *Compulsory Core*. The panel is examining the results of Motivator and PG. Ideally performance and recommendations should match from both programs. However, some participants will respond better to a practical situation (Motivator) as to a theory (PG), the panel is to be aware of this issue and make decisions based upon comments from both program reports. Panel should also consider personal growth requirements of CPE.
3. *Vocational Education*. The vocational education report at PPIB will update performance since PPIC and will contain the PPIC data as well as updates since.
4. *Self-Responsibility*. Ditto comments at PPIC.
5. *Dynamic Risk*. Dependent upon performance and it is possible a dynamic risk program could have occurred any result is possible, though generally the result will be satisfactory only at this stage.

The PPI B requires de-briefing like all PPI’s, ideally the staff that sat the panel should de-brief. However, it is appropriate that the de-brief can be conducted later by any staff member. Should a PPI panel award an ICR, the panel members must de-brief the ICR participant and can leave the other participants to a case officer.

**Warning PPI B is the last opportunity for any ICR action.**
Program Performance Indicator A Level PPI A.

PPI A is designed to ensure that program participants have met all the requirements of the program to date, essentially PPI A will ensure that participants have developed and proven their work ethic and self responsibility, as well as meeting all the requirements to date on the core components of the program. Ideally each participant should have completed their vocational education commitments or at least be able to prove that they will complete the vocational education prior to CCG. Likewise ideally, dynamic risk should be completed, or at least be able to prove they will be able to complete their dynamic risk program prior to CCG.

Essentially, PPI A will determine program success or failure; PPI A is all about proven performance and development and the propensity for change in criminogenic outlook, attitudes and behaviours, accordingly the PPI A panel needs to be cognizant of evidence as specified below and in common PPI protocols (page 25 this manual) but also positive or negative changes within the participant or the propensity for change.

**PPIA must be conducted prior to proceeding on Carpe Diem; accordingly under no circumstances can PPI A be deferred.**

**Warning there is no ICR protocol or conditions or warnings at PPI A, the participant must receive a satisfactory or above in each area to pass PPIA.**

Reports required at PPIA include; Case Officer complete with Case Supervisor comments, work and or case notes from Work Readiness, a Personal Growth covering PG 5 to PG 8, Co-operation covering Co-op 5 to 8, Dynamic Risk report (generally from AOD) and Vocational Education. The decision process is:

1. **Work Ethic.** Evidence from the work report will guide the panel to appropriate decisions.

2. **Compulsory Core.** A decision is required from data contained in the reports from performance in Co-operation program 5 to 8 and from performance in Personal Growth program 5 to 8. Essentially, evidence must exist for performance to a satisfactory level in each program. Should one report state satisfactory performance and the other report state unsatisfactory, then the result is Unsatisfactory (provided no mitigating factors are present)? Likewise should one report state above average or excellent and the other state satisfactory the panel must make a decision based upon the comments or even a medium between each report.

3. **Vocational Education.** The cumulative vocational education report should indicate the appropriate response. Generally, the teacher’s comments and attendance coupled with the SCEO’s comments and recommendations will guide the panel. Should a participant have completed numerous education courses and his work, self-responsibility and compulsory core is only satisfactory then a PPI of excellent is not appropriate. It is not a case of how many courses are completed; rather the performance is based upon how well the education was performed.

4. **Self-Responsibility.** The panel is to examine through case officer’s reports with a verification of the case file and or electronic case notes self responsibility issues. Should a number of warnings have been issued prior to PPI A and post B level and performance have not improved then the result is unsatisfactory. Likewise if there are no negative entries since arrival at Oberon CC, the result is above average or satisfactory, should there be no negative entries and positive entries exist then the result must be excellent.

5. **Dynamic Risk.** The panel is to examine through AOD Officer’s or SAPO report (can be case notes, paper copies to be supplied to panel) as to what dynamic risk program the offender has completed and importantly how well did the offender complete the dynamic risk program. Should an offender not require a specific dynamic risk program and it is verified on the offender’s case plan and AOD/SAPO has also verified, a result of satisfactory is warranted. Should an offender be still completing his individual dynamic and AOD/SAPO verifies that his performance is satisfactory and the offender indicates a propensity to passing the program, then a result of satisfactory or higher is warranted. Should an offender not complete and or is not completing a program and or AOD Officer’s or SAPO report indicates non genuine involvement, a PPI A result of unsatisfactory is warranted.
Should an unsatisfactory exist at PPI A the result is program failure, the **PPI A panel is authorised to make a back class decision without consulting a CMT**, dependent upon probabilities of success and or on participants length of sentence remaining. Should the panel decide to defer the decision regarding back classing or decide that a back class is not appropriate; they must make a referral on an Inmate Referral Form to the CMT.

Warning: Should PPI A panel not see evidence of change and or the propensity for change in the criminogenic outlook, attitudes and behaviour in a participant in any of the aims of the Gurnang Life Challenge, then an unsatisfactory performance is warranted.

An example; should a participant to be noted in reports as attended any of the various activities and or program but no change in performance or attitude noted, then the overall performance is unsatisfactory.

De-briefing of PPI A must be undertaken by the panel that made the decisions; the panel can request assistance from other staff to assist, provided they brief the assistants with any results that are not typical. PPI A development and de-briefs must be conducted in conjunction with a Case Plan Synopsis.

**De-Brief Guide**

De-briefing the results of every PPI to each participant is critically essential to the outcomes of the Gurnang Life Challenge program. A de-brief (or processing) ensures that participants obtain feedback on their performance, de-brief is part of the learning for the participants and you can be surprised by how important the participant wants the feed back on their performance and the results.

The participant should acknowledge by signature the results and how the results were obtained. De-briefing can take many forms and processes. The following guides to an effective PPI de-brief:

Before you call a participant in for de-brief, place yourself in an area that is relatively private, ensure you have the PPI documentation and the case file. Familiarise yourself with the results. **Remember you want the participant to concentrate on their performance not yours.**

1. Call the participant, relax the participant, and turn paperwork upside down in such a manner that he can’t see the results yet. It is better to sit side by side rather than behind a desk, unless you want to produce a negative authority’s situation. Be aware of your body language and tone of voice.

2. Explain exactly what you are there for. Ask the participant what he believes he should receive for each area of the PPI.

3. Show the participant the results and the reports from each area that the results were achieved from. Ensure participant signs and acknowledges his results whether the results are positive or negative.

4. Should formal warnings have been given in the PPI ensure the participant understands the warning and is aware of the potential ramifications for non-compliance.

5. Should an ICR exist ensure the participant is fully and acutely aware of what he has to address. **Remember an ICR is a repair process not a punishment.** Generally, an ICR is awarded when a component of the Gurnang Life Challenge contract has not been fulfilled, therefore ensure participant is aware of his contract, re-read it if necessary. An ICR is essentially a highlighted component of the contract. Ensure offender signs ICR protocol and that the ICR becomes an e case note.

6. Again if you are dealing with a negative PPI, during de-briefs never say “You are going to be tipped”, all that does is create a potential security problem, rather say “You have left yourself open to the ramifications of a CMT”

**Remember you are de-briefing a performance concentrate on the performance.**
### Program Performance Indicator (PPI)

**Entry on Program (EOP)**

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<td>Debriefing Officer</td>
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Inmate’s Signature: ................................................................. Date: ........ / ...... / ......
**INTENSIVE CASE REVIEW COMPLIANCE RECORD**

Place inmate label here

**ICR Case Plan and Conditions:**

(delete/amend as required, then copy/paste into case notes on OIMS)

1. This card is to be carried by the inmate and handed to staff at the beginning of all program activities and collected at the end. Staff will sign and comment on attendance and behaviour.
2. Any staff may add comments on this card at any time.
3. Seek mentor guidance. Mentor is: _______________
4. Speak with education Nuc’s or staff about education requirements.
5. Speak with Adventure Facilitator (Julian) about methods of improvement in core components of program
6. Report to Duty Office daily, and volunteer for extra work.
7. Report to Case Officer weekly. (Case Officer will record this)
8. Repeat all PG’s, CO-OPs and homework assigned
9. Abide by all Correctional Centre routine
10. Submit this card to staff for all work commitments, and visits
11. Must improve attitude, NO further negative case notes or OIC’s
12. Show respect to all staff at all times
13. Accept responsibility for all actions and inactions
14. Maintain personal hygiene and room cleanliness
15. Submit this card to your case officer on ___/___/____, so it can be referred to on the next level review.

Loss or damage to this card is an indicator of a lack of responsibility. If this page becomes full, it is the inmate’s responsibility to obtain a replacement.

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<th>Session/Activity</th>
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Declaration:
I understand all the conditions of my Case Plan while on ICR. I agree that if I fail to comply with my case plan, I may fail the program and be transferred out of Oberon Correctional Centre.

Inmate Signature: _____________________
Annex A to PPI Protocol Manual OIM Referrals for PPI Results

1. Open OIMS
2. Open Program and Services
3. Open Accredited Programs
4. Open offender and Evaluations
5. Enter Offenders Min Number
6. Place Cursor on the program and Services area
7. Click on the green Plus to add new line
8. select 03REP case management report
9. Select priority as Standard
10. Select Availability as One On One
11. Enter Comment as Applicable i.e. PPI EOP, C Level, B Level or A Level and Save
12. Use Update Program Status Button and Allocate. Just date is needed here
13. Save
14. Click on Appointments button and complete all fields Date Time start and end (I usually claim 1 Hr) Program Session, Location, Staff name from available list
15. Save
16. On appointments line add offender attended
17. Save
18. Back to Update Program Button and Update to Completed using date and drop down menu
19. In comments add PPI Comments as required, an example for an A level PPI is; A Level Work Sat, Vocational Education AS, Compulsory Core S, Dynamic Risk S, Responsibility US, and any further comments such as; ICR ICM Progress, pass or fail a particular level and staff membership of the PPI Panel Etc.. These comments will go across as a Case Note
Protocol

Exit

Summary

Oberon Correctional Centre

Gurnang Life Challenge
EXIT SUMMARY GURNANG LIFE CHALLENGE PROTOCOL
OBERON CORRECTIONAL CENTRE

Introduction
A requirement exists for those offenders who have completed and or are near completing Gurnang Life Challenge, that an Exit Summary is completed. The Exit Summary form is located at the end of the Gurnang Life Challenge Booklet which is located in the Monthly Review Section of the inmate’s Case Management File. The purpose of this document is to explain the rationale for Exit Summaries and to guide staff in their completion of Exit Summaries. A copy of an Exit Summary form is located at Annex A.

Rationale and Purpose of an Exit Summary
An Exit Summary is required to verify that an offender on Gurnang Life Challenge has completed the program and will specify programs completed and how well they completed elements of the program. The Exit Summary will also specify the offender’s future direction. Essentially the Exit Summary will provide a synopsis on offender’s performance throughout the whole Gurnang Life Challenge, including information as to whether the offender has changed in terms of criminogenic thoughts and behaviours.

A graduate’s Exit Summary is utilised as specified above, a failure’s Exit Summary is utilised by Case Management Team (CMT) to decide back classing issues, loop issues or to decide other program or Gaol of Classification or Classification issues.

The Exit Summary will assist CMT to develop a case plan and supply evidence for whether an inmate receives a C3 classification, Classification Consultation Group (CCG) utilises Exit Summary for this purpose.

For inmates who are Public Interest or Serious Offenders Review Committee a further Exit Summary Performance report is also required for future case plan recommendations, this report, title Exit Summary Performance Report, is completed by MOS&P Oberon CC, examples of an Exit Summary Performance report (PRLC, SORC or SPA) for YAP and Adult C2 and Nucleus is located at Annex B.

Additionally Parole utilises the Exit Summary for State Parole Authority reports.

Who and When in Relation to an Exit Summary
All participants of the Gurnang Life Challenge who complete PPI A must have an Exit Summary; irrespective whether they pass the Gurnang Life Challenge or not.

An Exit Summary must be completed for all inmates on PPI A immediately and often in conjunction with PPI A.

For PRLC, SPA and or SORC the further Exit Summary Performance Report is to be completed by CCG date; this report is to be in the CMT package and copied into E case notes.

Exit Summary Preparation
The Exit Summary document will be found in the Monthly Review Section of the Case Management File (CMF) attached to a Gurnang Life Challenge booklet. Note Adult C2 booklet does not have an Exit Summary form as Adult C2 or nucleuses are subject to normal CMT action and the further Exit Summary Performance Report (if required) see Annex B.

To develop an Exit Summary, carry out the following actions:

1. Ensure details as to MIN, name, DOB etc. are placed in the area, note an imaging photograph is appropriate and generally CM&CC has placed an imaging sheet in this area previously.
2. Transfer PPI B level results in each field of the PPI B LEVEL box of the Gurnang Life Challenge Results area.
3. Transfer PPI A level results in each field of the PPI A LEVEL box of the Gurnang Life Challenge Results area.
4. Circle programs completed in the PROGRAMS COMPLETED OBERON CC box, note if program is still current make a note to this effect in the appropriate area of the relevant program. The information as to whether the program has been completed will be located in the various discipline A level reports.
5. In the GURNANG LIFE CHALLENGE RESULTS area of the Exit Summary, write a synopsis of performance in the comments areas of Work Ethic, Core Elements, Vocational Education, Self Responsibility, Dynamic Risk and Overall Program Performance. The comments should be based from Entry on Program to and including PPI A Level comments and each disciplines reports including Core, Education, Case Officer, Work Readiness and Dynamic Risk. You are commenting on 16 weeks performance, accordingly, there should be sufficient information in the PPI’s and associated reports and case notes to make realistic comments. Do not just write a comment such “achieved objectives”. If you are dealing with a failure in a particular aim of the program, the comment should read “failed to meet standards of XYZ aim by …… (Insert reason for failure). The Exit Summary comments are designed to guide CMT etc in what the offender achieved, how well they achieved and have they addressed their particular issues. The Overall Program Performance comment field should consist of a summary of each aim’s comments and with a closing statement as to the offender’s demonstrated (or not) of changes to their personal development and criminogenic thinking/behaviours.

6. Review what has been entered on the form; leave the CASE PLAN ENDORSEMENT NEEDS ACHIEVED and the FUTURE PROGRAM DIRECTION AND CORRECTIONAL CENTRE fields blank.

7. Page the offender for an interview.

**Inmate Interview**

When you have the offender with you, introduce yourself and explain that you are going to de-brief him on his A Level PPI and thence you and he will develop and finalise his Exit Summary so that CMT and CCG have the necessary information to develop his next case plan.

To conduct the interview and to finalise the Exit Summary, undertake the following steps:

1. De-brief the A Level results in accordance with de-brief protocol for PPI (see PPI Protocol document page 10), ensure you ask his advice as to what he achieved in each of the aims of Gurnang Life Challenge *(this is an important step as you are ascertaining whether he has changed based upon his knowledge of his own performance, don’t skip this step, the motivation for change should be evident)*.

2. Once you have de-briefed the offender on PPI A, advise him that it is now time to develop the Exit Summary, remind him that it is important that he contributes as the Exit Summary will guide him, CMT and CCG in developing his next case plan. The development of the Exit Summary is very important for a graduate and is equally important for an A Level PPI failure.

3. Step the offender through the comments written in the GURNANG LIFE CHALLENGE RESULTS fields; explain what has been written and how the comments were derived, if dealing with a negative issue, ensure the offender knows how the issue was raised and what exactly the issue is, the offender must take responsibility for the negative issue.

4. Verify with the offender the programs and courses completed, if required amend the circled programs in the PROGRAMS COMPLETED OBERON CC field.

5. Re-read the Case Plan Endorsement with the offender, complete the field CASE PLAN ENDORSEMENT NEEDS ACHIEVED field, obviously if the goal of the Case Plan Endorsement was to gain C3 or gain Parole etc. you obviously cannot state YES Case Plan Endorsement Goals were achieved, you can say “met all requirements of Case Plan Endorsement to a level that needs to be taken to CMT now”. Please do add comments that reflect whether the offender has passed or failed (as appropriate) in the comments area.

6. In conjunction with the offender complete the FUTURE PROGRAM DIRECTION and CORRECTIONAL CENTRE field, if the future program is C3 ensure you discuss the programs of C3, write in this field “C3 works release, day and weekend leave at SELP” (or the appropriate CC). If C2 write “C2 at … CC to complete program XYZ” or “C2 at … CC to enable readiness for release”. If the results of the PPI A are failure and the panel has decided upon a back class, write “failed A Level (insert reason) and back classed to intake…. ” If dealing with a failure and there is no back class agreement, write “failed A Level (insert reason) refer to CMT to develop new case plan”. Essentially what is written depends upon the offender’s case plan and needs.
7. Ensure the offender has submitted an Inmates Application Form to CM&CC to reflect the case plan and future direction. If the application has not been submitted direct the offender to complete and submit the application immediately upon completion of the interview.

8. Ensure you and the offender signs and dates the Exit Summary, dismiss the offender and note there is no requirement for the offender to receive a copy of the Exit Summary.

Post Interview
Immediately upon completion of the interview, photocopy the completed Exit Summary and place the copy in the PPI A folder supplied by CM&CC, the copy will be utilised by CMT and CCG.
File any reports sequentially at the back of the Gurnang Life Challenge booklet in the Monthly review section of the Case Management File.

Should an issue have occurred during the de-brief of A level and or the development of the Exit Summary whereby the offender disagrees with the results and you believe the disagreement is bona fide, re-form all members of the A Level PPI and re-examine the issue, if the panel cannot make a decision call in MOS&P. Alternatively refer the issue to CMT.

Exit Summary Performance Report
Exit Summary Performance Reports are only applicable for offenders who are SORC, Public Interest or State Parole Authority and only if there is a requirement to change case plans e.g. C3 or facing Parole.
Exit Summary Performance Reports are more detailed than the Exit Summary for Gurnang Life Challenge participants, examples of Exit Summary Performance Reports are contained in Annex B, the examples include a young adult Gurnang Life Challenge participant, a nucleus offender and a State Parole Authority report.

For Gurnang Life Challenge participants the standard Exit Summary is used as a basis for the development of an Exit Summary Performance Report.
Exit Summary Performance Reports are generally written by MOS&P and or as delegated.

Exit Summary Performance Reports are generally attached to CMT/CCG documents for PRLC or SORC, if SPA the original is signed by MOS&P (or delegate), handed to COS Officer and e mailed to SPA.
In all case the Exit Summary Performance Report must be placed as an e case note.
# Management Program – Young Adult Offender Gurnang Life Challenge
## Exit Summary

### M.I.N. .................................................................

Surname .....................................................................

Given Names ............................................................

D.O.B. ...................................................... Sex ............

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<td>Overall Program Performance:</td>
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This section must be completed with the inmate

### CASE PLAN ENDORSEMENT NEEDS ACHIEVED: (if no please comment) YES NO

### FUTURE PROGRAM DIRECTION AND CORRECTIONAL CENTRE (mandatory)

### PROGRAMS COMPLETED OBERON CC (please circle)

**Gurnang Core:** OH&S Employee Induction; Job Seeking Skills; Health Survival Tips; Personal Growth; CO-OP; Wilderness Expeditions.

**TAFE:** Backhoe; Front-end Loader; Skidsteer; Forklift; Asbestos Removal; Work Place Hygiene; Transport; White Card OH&S; Chainsaw; Warehousing

**AEVTI/TAFE:** Reading & Writing; Mathematics; Construction Mathematics; Communication.

**Dynamic Risk:** DAAP; Positive Lifestyles; Managing Emotions; AA/NA; NEXUS; Dealing With Debt; Best Bet; Getting SMART

**Other:** Senior First Aid; CSI Hygiene Operator, SAM

Debriefing Officer’s signature

Inmate’s signature
Performance Report Inmate SMITH Fred MIN 123456

Following a direction from SORC inmate Smith arrived at Oberon CC on 30 November 2007, from Silverwater CC to undertake the Adult Nucleus program. The role of a nucleus inmate at the Gurnang Life Challenge program (Oberon CC) is:

- Provide a balanced perspective to the peer group dominated attitudes of young adults.
- Broaden the limited view of young adults.
- Provide continuity and stability to daily routines such as work and unit living.
- Provide positive reinforcement in education, development, responsibility and recreational activities.
- Assist staff to pass on knowledge, skills and positive attitudes to young adults.

From arrival inmate Smith demonstrated a very high work ethic, self responsibility and accountability for behaviour. Since mid December 2007, inmate Smith has been a leading hand in Oberon’s Timber Product Business Unit and has on countless occasions worked with teams of young adult offenders in work ethic in Timber Products as a peer leader; almost like inmate Smith has been conducting an apprentice program with young adult offenders in teams and often individual inmates.

Inmate Smith is a nucleus under training on intake 192 and 193 of the Gurnang Life Challenge, accordingly, he has completed wilderness expeditions as well as Personal Growth and Experiential Learning programs as a peer educator, his involvement in these programs has resulted in his greater acknowledgement on the impact on his victims and improvements in personal development subjects such as self efficacy, communication, trust, team work and goal focus. His performance as a peer educator has been high. Elevation to formal nucleus status will occur in March 2008, based on his performance to date.

Additionally, I am aware that inmate Smith has spent numerous occasions discussing ways to live life in a non criminal manner with young adult offenders. I am also aware that a significant number of young adult offenders have changed their attitude to the Gurnang Life Challenge program, by inmate Smith’s intervention and guidance.

Inmate Smith has definitive goals in terms of future work and has enrolled in courses that will maximise his employment prospects for works release and full community release.

Prior to arrival, inmate Smith completed a number of dynamic risk related programs, including; A&OD SMART and AA/NA groups, additionally, inmate Smith successfully completed VOTP; VOTP Maintenance program will occur at Oberon CC in early February 2008. Since arrival, inmate Smith has openly commenced in 1:1 counselling sessions and further assessments e.g. updated LSI(R) with Oberon’s Psychologist.

Inmate Smith has enrolled in a program called Positive Lifestyles (designed to examine impulsivity and peer pressure) as well as Drug Alcohol Addictions Program; the rational for inmate Smith’s involvement in this program is to maintain previous gains.

Inmate Smith has completed Drug Alcohol Addictions Program (DAAP) and Positive Life Styles, facilitators of both programs report excellence in performance and addressing dynamic issues. Additionally, through his role as Adventure Facilitator Assistant he has matured in terms of behaviour, advising/ directing other inmates in dynamic risks to the point staff seek his assistance in managing some issues with other inmates in effecting self efficacy in non criminal thoughts, patterns and behaviours.

Access to C3 programs will assist in inmate Smith non recidivist goals; he needs to “test” himself in the real world of the Community, accordingly C3 is supported.
Performance Report Inmate JONES Fred MIN 987654

Inmate Jones arrived at Oberon Correctional Centre on 23 November 2007 to undertake the Specialised Young Adult Offender Program at Oberon CC, the aims of the program also called The Gurnang Life Challenge Program are:

- Achieve self responsibility,
- Successfully complete a vocational education course,
- Complete a range of personal growth programs including, wilderness expeditions, experiential team building and theoretical aspects of personal growth such as communication, teamwork, goal setting, and trust.
- Achieve and prove a work ethic,
- Address criminogenic needs.

Inmate Jones’s performance in work ethic has been to a consistent excellent level in the farm, he has completed all experiential and theoretical personal growth programs at an excellent performance level. In education inmate Jones has completed Occupational Health and Safety (Employee’s Responsibility), a Job Seeking Skills program and Senior First Aid, a Transport Course at Certificate III level, OH&S Construction White Card and a Forklift Operators course; teacher’s reports also indicate performance at an Above Average level. Inmate Jones is completing a self funded University course in Urban/Regional Planning through University of New England by distance education. The purpose of the vocational education courses is to strengthen his vocational direction and skill basis.

Additionally inmate Jones has completed a number of other programs all designed to address the criminogenic needs or dynamic risk factors, these programs include:

- Positive Lifestyles, dealing with anger, self-esteem, peer pressure and impulsive behaviour.
- Health Information Workshop, dealing with HIV etc. (now completed)
- Drug and Alcohol Addictions program.
- Managing Emotions Plus (anger management)

A specific dynamic risk related part of inmate Jones’s case plan was to “examine and deal with impact of emotions and drugs”. All facilitators report a significant performance in all of the dynamic risk programs.

Inmate Jones’s overall performance on the program has been very positive and assessed as excellent, with a performance statement of “a genuine focussed, mature and open effort, displayed self efficacy in terms of non-recidivist criminal thoughts and behaviours”; inmate Jones has demonstrated that he can be a responsible person who has the self efficacy in addressing his personal and dynamic risk needs in being incarcerated. Access to C3 programs is essential for inmate Jones’s next case plan, accordingly C3 is supported.