NSW DEPARTMENT OF CORRECTIVE SERVICES

PROFESSOR TIM ROHL
REVIEW RECOMMENDATIONS

and

COMMISSIONER'S RESPONSES

INSERT WITH BULLETIN 557

19 JUNE 2003
Recommendation 1

That the Academy's role be redefined and integrated holistically into all Departmental activities to reflect its importance to the Department and its potential for greater contribution in the future.

Response to Recommendation 1

- The Academy Board of Management for Learning and Staff Development will consist of:
  - Commissioner (Chairman)
  - Senior Assistant Commissioners (Community Offender Services and Inmate & Custodial Services)
  - Assistant Commissioners (Security & Offender Management)
  - Executive Director, Human Resources Management
  - Executive Director, Finance & Asset Management
  - Chairpersons of the Custodial and Non-Custodial Advisory Committees

- Two x external members yet to be determined.

- The Director Brush Farm Academy for Learning and Staff Development will report directly to the Board for all issues pertaining to Learning and Development, chaired by the Commissioner.

- Regional Training and Development staff will report directly to the Director of the Academy as from 01/06/03.

- The Board of Management Learning and Staff Development will organise a future Skills Forum and a review of all courses will be undertaken by key players within the organisation with a consultant briefed personally by the Commissioner.

- The Director of the Academy will not be a member of the Board, however, will act as the secretary for the chairman of the Board of Management.

Recommendation 2

That the Academy be made a stand alone 'independent entity' responsible for co-ordinating, developing and delivering the Department's education and training needs.

Response to Recommendation 2

A new structure is to be established as per the organisation chart (see Attachment 1).

- A close liaison between Workforce Planning and Industrial Relations will remain.
Recommendation 3
That the Head of the Academy report directly to the Commissioner.

Response to Recommendation 3

The reporting lines for the Director of the Academy for Learning and Staff Development are depicted (in Attachment 1).

The budget will be the responsibility of the Director of the Academy in line with directions from the Chairman of the Board of Management for Learning and Staff Development.

Recommendation 4

That the Academy be ‘governed’ by a Board of Management comprising its key stakeholders.

Response to Recommendation 4

Agreed. Already agreed by the Commissioner.

Recommendations 5, 6 and 7

5) That the Commissioner chair the Board of Management, at least initially.
6) That the membership of the Board of Management comprise the most senior representatives of the Academy’s key stakeholders and Commissioner’s nominees who can provide expert assistance to the Board.
7) That the Board of Management meet at least three times per year but increase this number as necessary in the first two years of its operation.

Responses to Recommendation 5, 6 and 7

Agreed. The Board will meet six times in the first year. The Custodial and Non-Custodial Training Staff Development Advisory Committees to be formed immediately.

Custodial Advisory Training Committee to be chaired by Regional Commander Dave Farrell.

The Non-Custodial Training Advisory Committee to be chaired by Regional Executive Director, Phil Ruse.

The two advisory committees will report initially to the new Board at its second meeting.
Recommendation 8

That the Terms of Reference for the Board of Management should be to:
• Determine the scope of the Academy's role
• Determine the strategic direction for the Academy
• Approve and monitor the Academy's annual, strategic and business plans
• Approve the Academy's annual calendar of courses and programs
• Nominate course participants and promote the Academy within the Department
• Assess the Academy's performance
• Recommended (to the Commissioner) all senior appointments in the Academy

Response to Recommendation 8

☐ Agreed.
☐ Also to manage Training Budget Issues.
☐ Oversight reconstruction of Academy building program.
☐ All senior appointments to the Academy to be approved by the Board of Management.

Recommendation 9

That the Academy’s Board of Management replace the existing Corrective Services Staff Education Advisory Council (CSSEAC).

Response to Recommendation 9

Agreed. Letter of appreciation to be drafted to former members of CSSEAC.

Recommendation 10

That the current positions of Director, Human Resource Development and Campus Manager be abolished and replaced with two new positions – Director and Deputy Director of the Academy which more accurately reflect the leadership and management roles of the positions.

Response to Recommendation 10

Agreed. New titles approved by Commissioner.

Re-evaluation of positions to be carried out at direction of Commissioner by consultants. The Commissioner will create a custodial/commissioned Academy position as well which will rotate at least every three years.
Recommendation 11

That serious consideration should be given to restructuring the Academy by reducing the number of ‘units’ to achieve greater integration between teaching staff and improved efficiency of educational and administrative resources.

Responses to Recommendation 11

Agreed. Four of the current Units to be amalgamated into two Units.

Commissioner and Director of the Academy to organise all Units to be reviewed by Board of Management in next 12 months.

Recommendation 12

That Unit heads must be able to contribute to the leadership of the Academy by demonstrating dynamic educational leadership in their units and areas of professional expertise.

Response to Recommendation 12

Agreed. Some excellent work has already been undertaken in recent times.

The new reporting lines in the organisation chart (Attachment 1) will assist this process.

The staff reporting to the Director of the Academy will all have their skills and ratings re-assessed over a period of time.

The staff at the Academy are professional, skilled and committed to their tasks. Some areas will remain as is after assessment. However, we now have the opportunity to review our entire structure and curriculum.

There will be a restructure.

Recommendation 13

That the Academy must ensure that it gets its course profile right and continues to develop and deliver a balanced range of accredited and non-accredited courses and programs, which meet the various educational, training and skills development needs of the Department.

Response to Recommendation 13

Agreed. Non-accredited courses will be delivered on the job where possible.

Course profile must meet the various educational, training and skills development needs of the Department. Profile to be fully reviewed by Board of Management.
- All courses, especially short courses, will be further evaluated and rated in order of priority.
- Essential refresher courses and training will be prioritised and an electronic record maintained on completion by staff.
- An additional feature that will be trialled and hopefully implemented will be what is termed as a skills matrix. This matrix model has been assessed by Ron Woodham, Kay Lord, COVB and POVB nominees.

This matrix will be initially for custodial officers and will be displayed beside the monthly rosters at each correctional centre. The matrix shows what staff have requalified for and training modules deemed to be necessary modules by law, for their respective development and deemed as essential by the Academy Board of Management.

A model of the skills matrix will be made available to the Non-Custodial and Custodial Training and Staff Development Committees for comment and oversight of the trial in conjunction with the Academy Board of Management.

- Most of this refresher and requalifying training can be done at the respective correctional centres or work locations.

- Prioritising of these training issues will be undertaken by the Academy Board of Management and in conjunction with the Non-Custodial and Custodial Training and Staff Development Advisory Committees.

Recommendation 14

That the Academy should significantly increase its capacity to design, develop and deliver courses that are unique to its needs and requirements

Response to Recommendation 14

Agreed. The department needs to have the capacity to develop and deliver courses especially short on the job courses for:
- Clerical staff
- Inmate Service and Programs staff
- Community Offender Services staff
- Custodial staff

These courses must focus on real needs of the organisation.

The Department has the capacity and expertise to design courses unique to our needs. The Board of Management will oversight the process.
Recommendation 15

That all training, irrespective of who delivers it, should be coordinated through the Academy.

Response to Recommendation 15

Agreed. Weapons training, restraints training and chemical agents training must all be approved by the Board of Management of Learning and Development.

Specialised training for the Hostage Response Group must also be approved by the Academy Board of Management.

Training undertaken by individual branches of the Department, external agencies and contractors will all be reviewed in the next 12 months by the Board of Management.

Recommendation 16

That the Academy develop alternate models of training and course delivery, especially e-courses.

Response to Recommendation 16

Agreed. On-line training is currently being reassessed.

A Video Conferencing Studio is to be constructed at the Academy and will be utilised for training issues during down time of the system.

The Academy studio will also include a Control Room and be part of the overall training involving electronic systems and Control room Operations. Most secured correctional centres have a video conferencing studio and a Control Room.

Recommendation 17

That the Academy should develop a flexible staffing profile which ensures it attracts the best qualified and most experienced people to contribute to its teaching and learning programs.

Response to Recommendation 17

Agreed. In courses held at the Academy a future feature will be custodial, non-custodial disciplines, Community Offender Services and clerical staff will at all levels address recruits during the common induction Training Course.

The three week common induction course may need to be extended to four weeks. Experienced staff actually doing the job at the various levels will address all common induction courses.
Recommendation 18

That the Academy should develop an Adjunct Fellows Program comprising its most senior officers to assist in the development, delivery and assessment of courses, staff coaching and mentoring and to support all Academy staff and students.

Response to Recommendation 18

Agreed. Adjunct Fellows are to be assigned to courses requiring this support for the entirety of each course the Board of Management for Learning and Staff Development deems necessary.

Recommendation 19

That the Academy should extend its confidential Executive Mentoring and Support program for all senior officers/managers.

Response to Recommendation 19

Agreed. To review and implement strategies to allow this to occur.

Recommendation 20

That the Executive Mentoring and Support Program should initially be available to senior officer/managers who have not undertaken a formal management development program in the preceding five years.

Response to Recommendation 20

Agreed. To be reviewed by the Board of Management for Learning and Staff Development and oversight strategies to allow this to occur.

Recommendation 21

That the Department should determine the specific areas in which it wants the Academy to excel and develop a national and international reputation for excellence.

Response to Recommendation 21

Agreed. Kay Lord has been approved by the Minister to travel to Canada, England and Europe to put into place an international interchange of staff program.
The Director of Academy for Learning and Staff Development, Lindsay Cotton is to undertake a national scan for the same purpose. We are looking at all disciplines within corrections.
At the time of their visits to other correctional systems our courses will be marketed as well as evaluating courses other systems have developed and deliver. Their assessments will be forwarded to the Academy Board of Management upon their return.

Recommendation 22

That the Academy must develop a research function if it is to develop its reputation as an excellent educational institution.

Responses to Recommendation 22

Agreed. The Board of Management for Learning and Staff Development will move this recommendation forward.

A researcher will be engaged to carry out this task.

An independent evaluator will also provide reports to the Board of Management of the Academy for Learning and Staff Development for comment and consideration.

Recommendation 23

That the Academy must develop (or purchase) high level expertise when negotiating to purchase courses and programs for universities.

Response to Recommendation 23

Not agreed at this point in time. However, the Board of Management of the Academy for Learning and Staff Development will analyse this recommendation further and invite Professor Tim Rohr to its first meeting to explore this and other recommendations in more detail, input from Professor Rohr is essential.

Recommendation 24

That the Academy, in conjunction with the Department’s protocol officer, develop a common graduation protocol, which reflects, acknowledges and celebrates the similarity as well as the diversity and difference of all “new members” irrespective of their chosen pathway within the Department.

Response to Recommendation 24

Agreed. The two training and staff development advisory committees will have input into how this will take place in the future in liaison with Protocol Officer, Mr John Carruthers.
We have a common induction program – it makes sense to have a common graduation ceremony for all staff.

Recommendation 25

That the Academy should develop its commercial capacity but resist embarking on as major marketing program until such time as it has a better-established team in place to service its products and clients to a high level.

Response to Recommendation 25

Agreed. The number one priority is to train and develop our own staff. However, provision of additional Academy services to external jurisdictions will be placed on hold until the Academy Board of Management for Learning and staff Development examines this recommendation further.

Our courses will be available to other agencies in the future. External agencies currently utilising our training packages will continue to be trained by our Academy for Learning and Staff Development