

Offender Management Framework – Achieving the balance

Corrections Victoria

Commissioners Foreword

To the reader,

The Offender Management Framework was originally developed in 2006. Linked to the “What Works” literature the framework is based on three theories: the Risk and Need approach, the complementary Good Lives Model and Therapeutic Jurisprudence.

Since then there have been many changes in the correctional system including significant increases in prisoner and offender numbers, advances in the understanding of offending and its causes and treatment, and the legislative framework within which we operate.

As we adjust our practices to meet these challenges, it is timely that we reflect on current best practice. This has allowed us to confirm that the Offender Management Framework remains consistent with best practice because it is embedded in evidence based theory.

The Offender Management Framework aims to:

- Maintain a safe and secure community;
- Motivate offenders to engage in and continue with programs and services;
- Identify and monitor offenders risks and needs; and
- Based on these risks and needs coordinate and prioritise offenders access to appropriate programs, services and activities.

A fundamental part of achieving this is to effectively engage and motivate offenders, while in our custody or under our supervision in the community, to address their level of risk and criminogenic needs.

I trust that all Corrections Victoria staff who manage prisoners or offenders will commit to actively participate in the case management of offenders, in order to achieve our overall goal of safer communities by reducing re offending’.



Jan Shuard PSM
Commissioner

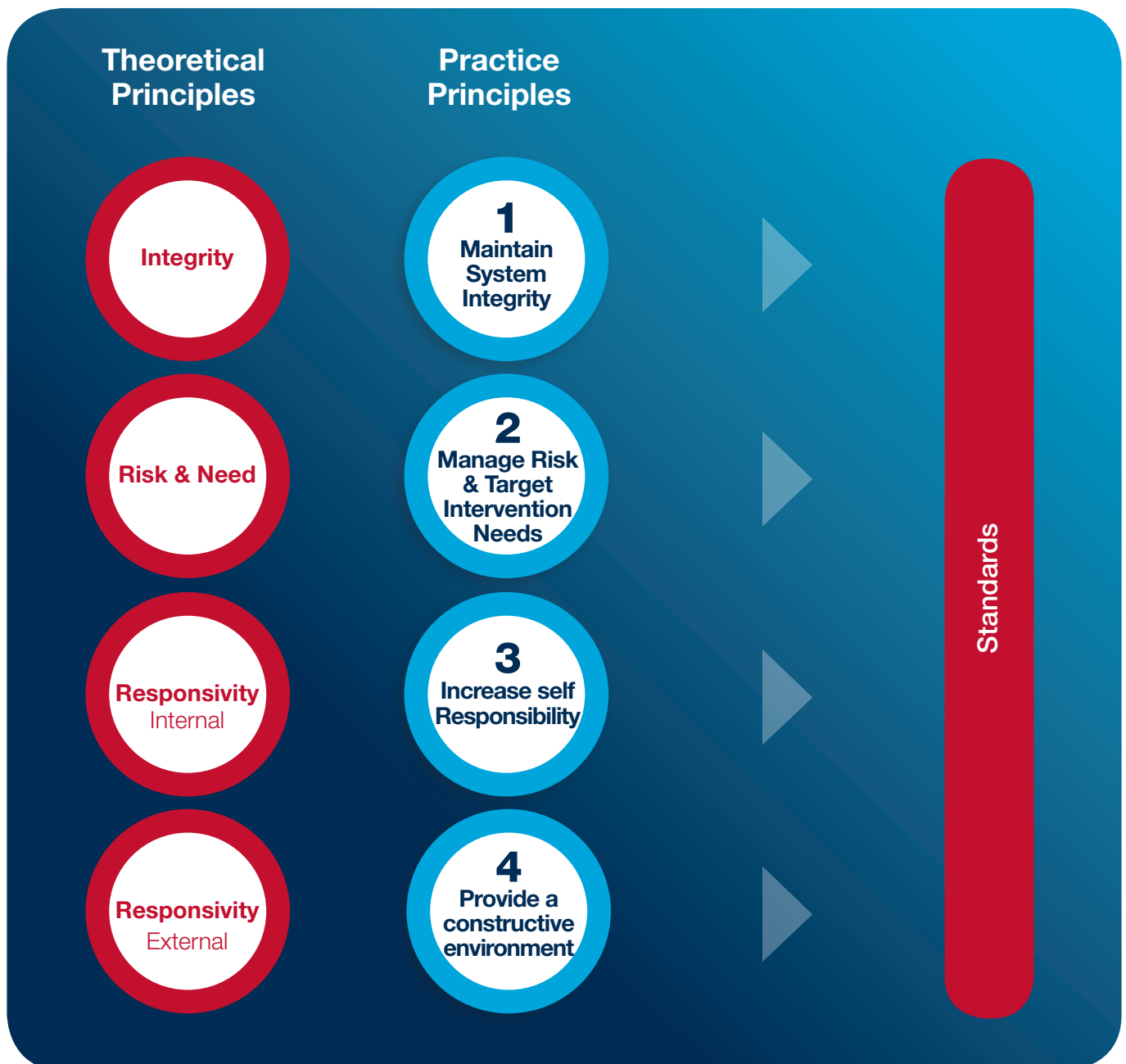
Background

The aim of the offender management system is to motivate offenders to engage in and continue with programs and services, identify offenders’ issues, coordinate and prioritise their access to appropriate programs, services and activities and to promote well-being (which includes personal safety and health)¹ with the aim of reducing the level of reoffending. The role of correctional staff in actively engaging offenders in programs and services is central to this, and therefore directly related to increased community safety.

¹ All human beings strive to improve their well-being by achieving personal goals (Ward & Stewart, 2003). There are three broad areas of well-being in everyday life: physical, social and psychological. Meeting physical needs means maintaining a safe, secure and supportive “healthy prison” or “healthy community corrections location”. Meeting social needs means providing relevant education and employment options, providing leisure, creative and spiritual opportunities, and enhancing family relationships and community integration. Meeting psychological needs means providing opportunities to make effective choices, improving interpersonal skills, overcoming obstacles to pro-social behaviours, and replacing anti-social behaviours.

Offender Management Framework

The purpose of the *Offender Management Framework* for prisons and Community Correctional Services (CCS) is to ensure that offender management practices are evidence-based. The *Offender Management Framework* therefore provides a number of practice principles that are underpinned by a number of “what works” theoretical principles. The practice principles ensure that offender management practices are linked to evidence-based theory and enable a consistent systemwide approach to offender management.



Theoretical Principles for Effective Offender Management

A number of “what works” theoretical principles guide effective offender management in Corrections Victoria.



Integrity

The integrity principle determines that a theory and evidence-based approach to programs, services and activities occurs. It is the responsibility of Corrections Victoria to ensure that management structures and practices are provided to effectively manage offenders. To ensure integrity, Corrections Victoria needs to make certain that staff are properly trained and supervised, that programs and services are delivered as designed, and that continual improvement and evaluation occurs as essential components of the process.

The integrity principle determines that a theoretical approach to service delivery is essential. Corrections Victoria has therefore combined three theories in developing its service delivery approach (see Reducing Reoffending Framework (January 2004)). The risk-need approach is a psychological theory of anti-social behaviour (Andrews, 2001). Its focus is on preventing reoffending and protecting the community (i.e., a risk management approach). The Good Lives Model is a broader psychological theory of anti-social behaviour (Ward & Stewart, 2003). Its additional focus is on enhancing offender skills to prevent reoffending (i.e., a self management approach). The two approaches are complementary. Therapeutic jurisprudence is a legal theory with concern for the well-being of individuals within the criminal justice system (Wexler & Winick, 1996). It indicates the importance of correctional staff in engaging offenders in pro-social ways.

Developing services on the basis of these three approaches provides a correctional system that can not only protect the community by reducing anti-social behaviour but also address individual offender needs by increasing pro-social behaviour and well-being.

Risk

The risk principle states that more intensive interventions are applied to higher risk offenders and minimal intervention to lower risk offenders (i.e., who should receive services). The level of risk of reoffending is determined by an assessment of static or unchangeable risk factors (e.g., number of previous convictions) and dynamic or changeable risk factors (e.g., sexual deviance or drug and alcohol use). The risk principle only indicates the probability of reoffending when the offender is compared to a group of like offenders. The risk principle is well articulated in the risk-need approach.

The risk principle refers to the risk of reoffending. In this instance sanctions such as imprisonment, restitution, and fines alone do not decrease recidivism potential without offence-specific needs being addressed (Gendreau & Goggin, 1996). While risk of reoffending is to be addressed through receiving a program of the correct intensity, it may also be necessary to apply risk management strategies (e.g., being placed at an appropriate security level and developing a specific supervision regime that manages an individual offender's risk factors). Examples of situations that require external risk management strategies include offenders who are at high risk of sexually or violently assaulting staff or other offenders and/or current acute risk of reoffending which immediately precedes behaviour (e.g., sexual arousal or angry outbursts) and is independent of static risk of reoffending.

Offender management is more than reducing the risk of reoffending. It also includes “duty of care” (e.g., risk of self-harm/suicide) as well as other security issues such as risk of escape. Corrections Victoria has therefore adapted the risk principle to other forms of risk management as such strategies are equally important in these situations.



Need

The need principle states that problem areas directly related to offending should be targeted (i.e., what should be treated). The need principle indicates what should be done to reduce the risk of reoffending. Criminogenic needs, or dynamic risk factors, are those problem areas that are changeable and so can be treated to reduce risk of reoffending. Criminogenic needs ordinarily include pro-offending attitudes, criminal associates, substance abuse, and poor problem-solving skills. Addressing criminogenic needs serves to reduce the risk of reoffending. However, other needs (which may be either criminogenic or non-criminogenic) may also act as obstacles to well-being and maintaining pro-social behaviour and/or provide obstacles to participating in programs. These needs include lack of housing or employment, poor social supports, and psychological states such as hostility, depression or anxiety. Addressing these additional human needs serves to increase offender capabilities.

It is the responsibility of the prison system (i.e., Corrections Victoria staff or agencies contracted by Corrections Victoria) to address the non-criminogenic needs. While in CCS the non-criminogenic needs should be referred to community agencies. The need principle is articulated in the risk-need approach and expanded by the good lives model.

Responsivity

The responsivity principle states that programs should be delivered in a style and mode that offenders will respond to and engage in (i.e., how treatment should be delivered). Responsivity can be further divided into internal and external responsivity. Internal responsivity factors are within the offender such as motivation, learning style, age, gender, culture and various barriers to participation. External responsivity factors are the environmental interaction between the offender and the staff and/or setting. The internal responsivity principle is articulated by the good lives model and the external responsivity principles by therapeutic jurisprudence.

Practice Principles for Effective Offender Management

Offender management is a phased process with sequential and often overlapping functions. The core functions or phases of offender management are: screening, assessment, planning, implementing, monitoring, reviewing and evaluating. These functions are guided by the practice principles. The practice principles are driven from the theoretical principles therefore the practice principles ensure that offender management practices are linked to theory.

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Practice Principle 1 Maintain System Integrity

The *maintain system integrity practice principle* is driven by the integrity principle. The integrity principle determines that a theory and evidence-based approach to programs, services and activities occurs. The maintain integrity principle is the responsibility of Corrections Victoria to ensure that offenders are effectively managed by the system and staff.

The integrity principle ensures that what is introduced and delivered remains as it was planned and designed so that it meets its objectives (Andrews, 2001). To ensure that the offender management system meets its objective of reducing recidivism/ assisting behaviour change the following practice principles under the maintain system integrity practice principle must be met:

Offender management processes are evidence-based and linked to theory.

The offender management system is underpinned by an evidence-based theory which is clearly expressed and communicated to staff to ensure that staff members have an understanding of the aims and objectives of offender management practices as directed by standards, frameworks and program guidelines and manuals.

The development (or alteration) of offender management practices (i.e., Commissioner's Requirements, Deputy Commissioners Instructions and prison Local Operating Procedures) need to be consistent with the practice principles to ensure that the service is linked to evidence-based theories.

Staff members are properly trained and supported/ mentored.

Training and supervision (i.e., mentoring and consultation services) of staff members are important elements to maintaining integrity. The staff training and supervision strategy is based on a theory of organisational change (Birgden). Training required for staff members to be effective should address the attitudes and skills required for offender management (i.e., an understanding of offender management practices such as how to implement offender management plans, and training in motivational interactions to maximise offender involvement in behaviour change).

To ensure the attitudes and skills acquired in training are maintained and integrated into staff members' practices requires mentoring and support. Prison supervisors and Senior Community Correctional Officers (SCCOs) in their role act as coaches and mentors to staff members as they engage in offender management (i.e. case worker)².

Maintaining integrity also involves training and support to staff responsible for mentoring. The training required for mentors are skills in mentoring in addition to that described above. The skills required to provide support/ mentoring and consultation (i.e., to the prison supervisors and SCCOs as well as advice to all staff members) in implementing and maintaining offender management practices in a consistent manner (i.e., at their location and according to the practice principles of offender management) are having a sound grasp of the practice principles, and how to apply these. Positions in prison (e.g., Offender Management Supervisors) and CCS need to be identified to provide this level of support and consultation, as well as to identify training needs in relation to offender management.

² A case worker is the generic title given to staff responsible for overseeing an offender's offender management. Each location may refer to the case worker using different terminology (e.g. Community Correctional Officer, personal officer, case worker or contact officer).

Integrity > Maintain System Integrity

- Offender management processes are evidence-based and linked to theory
- Staff members are properly trained and supported/mentored
- Quality assurance processes are in place and ensure offender management processes are monitored to identify areas of achievement and opportunities for improvement
- Offender management practices are evaluated

Offender Management Supervisors (or equivalent position) will be provided support/consultation by a dedicated technical specialist. The role is to provide technical support and advice to Offender Management Supervisors (or equivalent positions) to ensure that the system is implemented and maintained in a consistent manner and according to the practice principles of offender management. The consultant needs to have education and skills in theoretical principles as well as the practice principles that underlie offender management and behaviour change and how to apply these to managing offenders.

Quality assurance processes are in place to ensure offender management practices and processes are monitored to identify areas of achievement and opportunities for improvement.

To maintain integrity, quality assurance mechanisms are required for both an individual staff member's practice and overall offender management practices/processes (i.e., how the practice principles are operationalised) to ensure that practices and processes abide by offender management practice principles.

Mechanisms for quality assurance of an individual staff member's practice requires direct observation (e.g., observation of interviews, case reviews and case management meetings) as well as review of products (e.g., review of reports, specific offender management plans, scoring and interpreting of risk/needs assessment tools, and notes on offender management files). Regular observation and reviews are essential not only to increasing skill level, but also to ensuring integrity (i.e., drift in practices does not occur).

Monitoring provides a mechanism to ensure overall offender management practices/ process maintain integrity. Monitoring identifies areas of achievement as well as areas of improvement to offender management processes and ensures that the offender management practice principles are implemented effectively at each location. This is especially important when the offender management practice principles are initially being operationalised and implemented, as this is a major change strategy for Corrections Victoria. Mechanisms for evaluating the implementation of the offender management system and a means of achieving quality systemwide need to ensure that:

- Communication occurs between all parties involved to ensure consistency in approach within the location and across the system
- Improvements to the system integrity and process can be identified
- Implementation of appropriate strategies to facilitate and or improve a service system approach can be addressed
- Location performance can be monitored against the practice principles of offender management.

Offender management practices are evaluated.

Offender management practices need to be evaluated to ensure that offender management practices remain evidence-based, meet their objectives and maintain integrity. Evaluation of the offender management system is important as it is a major activity of Corrections Victoria and has direct implications for other services within the correctional system.

Practice Principles for Effective Offender Management



Practice Principle 2 Manage Risk and Target Intervention Needs

The *manage risk and target intervention needs practice principle* is driven by the risk and need theoretical principles. The risk principle focuses on who should receive services and what intensity they should receive and the need principle focuses on what should be targeted. These principles focus on offending behaviour. As already indicated, Corrections Victoria has adapted the risk principle to other forms of risk.

For the offender management system to abide by the risk and need theoretical principles the following practice principles must be in place:

Offender management processes are based on accurate and up-to-date information.

The ability of the offender management system to effectively identify offender risks and strengths (as well as changes), and co-ordinate their access to appropriate programs, services and activities is dependent on what information decisions are based upon.

- Offenders accessing appropriate level of services and programs and the development of appropriate risk management strategies are dependent on an accurate assessment of risk (includes risk of reoffending, escape, self-harm, etc.). Risk assessments are actuarially based and take into both account static and dynamic risk factors.
- Matching services and programs to offenders' needs is dependent on an accurate and valid assessment of needs, as well as accurate information about services and program objectives.
- Offender management is also a dynamic process. The validity of the decisions made (e.g., changes in risk management strategies, progress on rehabilitation goals, and changes in local offender management plans) is dependent on multiple sources of accurate and up-to-date information regarding changes (progress, lack of progress or deterioration) in needs and the development of strengths and skills that promote a pro-social lifestyle.

Offender management decisions/processes therefore need to be based on accurate information, which is up-to-date information based on multiple sources to ensure that an overall picture is obtained. Accurate information is information that is relevant to a particular decision. Accurate and up-to-date information requires open communication (verbal and/or written) between Corrections Victoria staff (e.g., prison officers, CCOs, program staff, Sentence Management (SM) staff etc) and across agencies (e.g., mental health teams and community agencies such as employment and housing) as well as obtaining collateral information (e.g., police summary, incident report) from files and systems.

Offenders have access to an adequate range of services, programs and activities to accommodate their identified needs.

Appropriate programs and services need to be available within the system to enable the offender management system to be effective at promoting well-being and reducing reoffending. Programs, services and activities need to provide for a range of offence-specific, offence-related, reintegration, personal development, cultural, and mental health needs.

Alternatively, appropriate strategies need to be developed to accommodate the range of needs exhibited by offenders, such as:

- Programs and services are identified in the community for offenders located in the community. This can be achieved by encouraging appropriate assistance from community-based services to address offenders' needs identified in their individual/offender management plan, the offender initiating contact with community-based agencies, which could assist them with services (including post-release) or provide them with self-help or other pertinent information; and
- Individual/offender management plans are adapted to the programs and services available at a location or in the community (especially rural locations), by linking an offender's offence-related goals to the specific objectives of a program, service or activity rather than the general aim/title of the program, service or activity.

Risk and Need > Manage Risk and Target Intervention Needs

- Offender management processes are based on accurate and up-to-date information
- Offenders have access to an adequate range of services, programs and activities to accommodate their identified needs
- Level of services and programs are matched to level of risk (includes risk of reoffending, escape, self-harm, etc.).
- Staff members monitor offender's progress on goals

Level of services and programs are matched to level of risk (includes risk of reoffending, escape, self-harm, etc).

Offenders at all risk/need levels will be managed, but the intensity of the services and programs that will be offered will vary according to risk/need level. Moderate and high risk/need offenders require more intensive offender management than low risk/need offenders to achieve reductions in reoffending. The risk/need level will impact on offender management processes, such as:

- Program intensity
- Regularity of contact (e.g., meetings with the case worker, review of Offender Management plans, reporting arrangements, Case Management Review meetings, and case conferences)
- Level of staff involvement at case conferences, CMRCs, intake meetings etc (i.e., continuum of involvement from submission of written/verbal reports to the case worker through to all relevant correctional and agency staff involved in the discussion)
- The level of information and the degree of the hand-over process to enhance continuum of care.

This is also true for other forms of risk such as risk of self-harm/suicide and risk of assault to staff and other offenders.

While risk of reoffending is to be addressed through receiving a program of the correct intensity, it may also be necessary to apply risk management strategies (e.g., being placed at an appropriate security level or developing a specific supervision regime that manages an individual offender's risk factors). This is also true for other forms of risk. Determination of risk management strategy needs to be linked to a particular risk as well as individualised.

Staff members monitor an offender's progress on goals.

Offender management decisions such as changes in offender management plans and changes in risk management strategies, need to be based on whether an offender has progressed on their goals aimed at reducing risk (i.e., risk of reoffending, risk of assault to staff, and risk of self-harm/ suicide) and increasing wellbeing.

To assess progress on goals all staff need to monitor offenders' progress (e.g., changes in behaviour and/or attitudes associated with a goal, generalising changes in behaviour and attitudes to different situations, skill development, compliance with goals, and levels of motivation) through direct observation of behaviour and attitudes, contacting appropriate sources (e.g. group facilitators, Community Work Coordinators, programs, education, health, industries and agency staff) and/or having the offender produce evidence of their achievement and progress (e.g., certificates of completion, letters of acceptance from treatment agencies). In CCS, outreach visits may also assist in monitoring progress.

Monitoring an offender's progress needs to be both within scheduled sessions (e.g., interviews, case reviews (e.g., CMRC's) and case conferences) as well as ongoing which requires all correctional staff, not only the case worker assigned to a particular offender, to monitor offenders' behaviour and attitudes to ensure that an overall picture of progress (or lack of) is obtained. Review of progress may also occur outside of the scheduled meetings as a result of an increase in acute risk (risk of reoffending, self-harm, escape etc) or as a result of other issues that need to be managed or have been resolved.

The outcomes of these processes (i.e., the scheduled and non-scheduled sessions as well as the ongoing observations) need to be documented to ensure that offender management decisions are based on accurate information and that progress can be monitored over time. The information that is documented needs to include not only progress on goals, observations of behaviour, participation in programs and services, identification of issues, but also action taken or to be taken by staff and/or offender.

Practice Principles for Effective Offender Management



Practice Principle 3 Increase Self Responsibility

The *increase self responsibility practice principle* is driven by the responsivity principle, which states that programs should be delivered in a style and mode that offenders will respond to and engage in. The increase self responsibility practice principle is specifically about internal responsivity. This practice principle is therefore about developing practices that facilitate learning in an individual and subsequently lead to changed behaviour (individual factors that must be considered include treatment motivation, learning style, age, gender, culture and various barriers to participation).

For the offender management system to work to the internal responsivity theoretical principle, the following practice principles must be in place:

Staff, services and programs are responsive to offenders' learning styles and abilities.

Services and programs provided need to be adapted to accommodate a range of learning styles and abilities (including but not limited to cognitive impairments, gender and cultural diversity). Either the whole service/program is adapted for a particular group of offenders or, alternatively, within the delivery of a particular service/program the service provider adapts their delivery for an offender in order to be responsive to the individual's learning style. Services and programs include offence-specific, offence-related, treatment and services that address reintegration, personal development, cultural, and mental health needs.

Corrections Victoria staff need to develop appropriate strategies and protocols to ensure that offenders are able to access programs and services from outside agencies that accommodate the range of learning styles and abilities, or offenders are able to participate/utilise available resources with the assistance of community agency support or technology.

Correctional staff need to be responsive to offenders' learning styles and abilities, which includes their interactions with offenders as well as other offender management practices (see practice principle regarding offender management processes needing to be individualised). For staff members to be responsive, they require access to information and training that will assist them in being responsive. Staff members also require access to relevant professionals for consultation when dealing with complex needs.

Protocols also need to be developed to ensure that information is provided to staff members when dealing with an offender who has complex needs to ensure staff members are adequately informed about the most effective management strategies.

Offenders are assisted to have responsibility for developing and implementing their plans to meet their goals.

It is important that offenders are assisted to have responsibility for developing their plans to increase their sense of personal responsibility, autonomy and choice in the change process, thereby increasing motivation to change behaviour and sustain that change.

Goals need to be developed in collaboration to allow for the goals to be individualised (see section below) and to ensure that the goals are realistic, coherent and encompassing all basic human needs (i.e., physical, social and psychological). In addition goals developed need to be short term goals which are achievable, specific and measurable and are approach oriented to increase offender's self-efficacy. Further, goals need to be relevant to reducing reoffending, addressing any obstacles to engaging in programs (e.g., anxiety) and increasing well-being (i.e., meeting physical, social and psychological needs aimed at reducing reoffending).

Collaboration is to be achieved by utilising motivational interactions techniques.

Responsivity Internal > **Increase Self Responsibility**

- Staff, services and programs are responsive to offenders' learning style and abilities
- Offenders are assisted to have responsibility for developing and implementing their plans to meet their goals
- Offender management processes need to be individualised

Offender management processes need to be individualised.

Offender management processes need to be individualised to be able to engage the offender, facilitate learning, motivate and sustain behaviour change. Individualised offender management identifies the offender's specific issues/needs and how to manage/address them appropriately.

Individualised offender management ensures that goals/offender management plans take into account offender preferences, strengths and abilities, learning styles, environmental context and readiness for change. Referrals should also be based on individual needs, preferences and skills being matched to specific programs and services' objectives.

Offender management processes/decisions (e.g., how case conferences are managed, types of rewards granted, how to address non compliance, and whether a specific officer should case manage) also need to be individualised and not prescriptive so that individual differences can be taken into account (including but not limited to learning styles and abilities, context, motivation, and offence dynamics).

Practice Principles for Effective Offender Management

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Practice Principle 4 Provide a Constructive Environment

The *provide a constructive environment practice principle* is also driven by the *responsivity principle* (i.e., what offenders respond to best) more specifically, external responsivity factors which are the staff and setting characteristics such as the method of service delivery and the interaction between the offender and their environment.

The responsivity principle indicates that the best modes of service delivery are behavioural, with a focus on cognitive-behavioural treatment and social learning: modelling and reinforcement of anti-criminal behaviour, graduated practice of new skills, role playing, providing resources, and concrete verbal suggestions (giving reasons and prompting) (Andrews, 2001).

For the offender management system to abide by the external responsivity theoretical principle the following practice principles must be in place:

Staff maximise offender opportunities for rehabilitation and reduce risk to the community through the nature of their interactions.

Integral to the Offender Management System is the ability of staff to actively engage offenders and reinforce offender management goals.

“Imagine the therapeutic atmosphere likely to be gained. Imagine the cumulative effects of (offenders) being surrounded by firm, fair and respectful empathic staff who are modelling pro-social behaviour every minute of the working day” (Farrall, 2001 p9)

The manner in which staff respond to offenders’ behaviour can continue to reinforce negative behaviour or shape and support positive behaviour. Appropriate reinforcement can encourage offenders to constructively participate in programs, services and activities, including supervision, prepare for release or completion of an order, and reduce their risk of reoffending. ‘Staff’ refers to all staff working for or with Corrections Victoria (including

but not limited to, CCOs, prison officers, Industry officers, Community Work Coordinators, Sentence Management Unit staff, health staff, education staff, and program staff). If Corrections Victoria is to maximise offender rehabilitation and reduce risk to the community, then staff are required to (Andrews 2000, Andrews & Bonta, 2003):

- Establish high quality relationships with offenders (i.e., respectful and open working relationships that maintain professional boundaries and encourage offenders to engage in offender management processes)
- Model pro-social behaviour and attitudes
- Reinforce pro-social behaviour and attitudes
- Challenge anti-social behaviour and attitudes while modelling pro-social behaviour and attitudes
- Enhance and sustain offenders’ motivation.

Staff members ensure expectations of offender management processes are communicated to the offender.

To effectively facilitate offenders adopting pro-social behaviour, offenders need to be given a clear understanding of the expectations of offender management (e.g., the role of the offender in developing/ implementing goals, processes in which goals are reviewed, type of behaviour expected, and involvement in programs, services and activities).

Processes need to be developed to ensure that the expectations of offender management are communicated to offenders and that they have been understood (i.e., plain language, written agreement).

To ensure that the offender can meet the expectations, they need to be realistic and attainable as well as specific, quantified, and explicit so that there is no ambiguity. This also ensures that the offender cannot claim that they were not aware of the behaviour that was expected of them.

Responsivity External > Provide a Constructive Environment

- Staff maximise offender opportunity for rehabilitation and reduce risk to the community through the nature of their interactions
- Staff members ensure expectations of offender management processes are communicated to the offender
- Staff members deliver a consistent strategy of rewards and sanctions
- Processes need to be in place to ensure the offender can access and complete programs
- Staff support processes of progression and enhance continuum of care

Staff also need to communicate the benefits of complying with offender management processes, as well as the likely consequences of non-compliance, as unpredictable consequences can lead to unwanted behaviour (see practice principle below).

Staff members deliver a consistent strategy of rewards and sanctions.

The use of sanctions on their own has not been found to be effective. Reinforcement (i.e., use of rewards) of pro-social behaviours and attitudes are necessary to initiate change. Thereafter, pro-social behaviours and attitudes are inherently motivating and rewarding, so that change can be sustained when external rewards are removed (Burbon, Roll, Prendergast, & Rawson, 2001).

To promote behaviour change and maintain offenders' involvement in programs, services and activities therefore requires both rewards and sanctions. Corrections Victoria, prison and CCS locations need to develop a strategy for rewards and sanctions, which will include developing a list of incentives that can be administered consistently at each location, taking into account individual offender preferences.

Sanctions need to be reasonable, predictable and controllable; they cannot be excessive, painful or require skills the offender does not possess. The impact of excessive and unpredictable sanctions is offenders avoiding/attempts to escape situations and people, and acting in either an aggressive, withdrawn or despondent manner (Seligman, 1975 cited in, Andrews & Bonta 2003).

To sustain change, rewards need to support an offenders' overall rehabilitation plan so that change becomes inherently motivating and encourages behaviour that is incompatible with the undesirable behaviour (e.g., offending, drug use, self-harm, etc.). Rewards can also be linked to the offender's goals (e.g., access to activities).

To increase effectiveness, strategies developed need to ensure that the rewards and sanctions are (Marlowe & Kirby, 1999; Andrews & Bonta 2003):

- Specific, well-defined, and administered as quickly as practical to ensure that the specific behaviour is linked to the reward or sanction
- Consistently delivered against observable behaviour
- Individualised
 - Rewards act as a reward and not a sanction and vice versa (i.e., how rewards/sanctions will be received is dependent on how the offender interprets the situation).
 - Rewards and sanctions are of meaningful intensity (i.e., rewards need to encourage change in behaviour and sanctions need to be strong enough to reduce the likelihood that the offender will try to test the limits).

Although rewards and sanctions are used, offenders still need to be able to consent to participating and remaining in programs and services. Consent means that the offender makes an informed decision and is free to choose. To ensure offenders have made an informed decision, staff need to assess that the offender:

- understands—comprehends assessed level of risk and need, and the likelihood of reoffending in the event of engagement versus non-engagement in programs
- appreciates—acknowledges offending behavior as a problem and has weighed the consequences of change versus no change
- reasons—conducts a risk-benefit analysis of two or three rehabilitation options
- expresses a choice—demonstrates stability of choice in whether to engage in a program.

This is to be assessed utilising motivational interactions techniques.

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Practice Principle 4 Provide a Constructive Environment

Processes need to be in place to ensure the offender can access and complete programs.

To ensure that offenders are able to access and complete programs, Corrections Victoria needs to develop, implement and/or support systems, processes and mechanisms that:

- Balance program needs with security/ supervision requirements, industries/ community work and placement issues
- Increase availability of information regarding service access and program dates (i.e., commencement and completion) and offender services and program participation (i.e., assessment about suitability, whether on waiting list, or currently participating in) to Sentence Management Unit staff, Location Managers and other staff involved in decisions about program access or offender movement
- Encourage appropriate assistance from community-based services to address offenders' needs where this cannot be met at the prison or CCS location.

Staff support processes of progression and enhance continuum of care.

To ensure that staff can support progression and enhance continuum of care, Corrections Victoria needs to develop, implement and/or support systems, processes and mechanisms that allow for:

- Information (including but not limited to, compliance and progress on meeting goals, participation and outcomes from programs, services, and activities, outcome of assessments and management strategies) to be shared:
 - across locations (prison and CCS) and between prisons and CCS
 - across and between disciplines and agencies
 - across shifts
 - between staff directly responsible for managing an offender
- Information exchanged is accurate, sufficient and timely
- Progression associated with changes in risk (e.g., risk of reoffending, escape, and self-harm). For example, lowering of supervision frequency or classification levels
- Progression associated with successful completion of programs and services, such as attendance at maintenance programs.

To enhance the continuum of care, staff, programs and services need to have consistent approaches, goals and objectives. Quality assurance processes are therefore required to maintain consistency across the system. External agencies need to be selected based not only on the service they provide, but also on the consistency of their approach with Corrections Victoria's aim and objectives. Alternatively, strategies are developed to increase a consistent approach such as training, involvement in case conferencing to increase understanding of issues and approach, and networking.

Theoretical Principles

Practice Principles

Integrity

1 Maintain System Integrity

- Offender management processes are evidence-based and linked to theory
- Staff members are properly trained and supported/mentored
- Quality assurance processes are in place and ensure offender management processes are monitored to identify areas of achievement and opportunities for improvement
- Offender management practices are evaluated

Risk & Need

2 Manage Risk & Target Intervention Needs

- Offender management processes are based on accurate and up-to-date information
- Offenders have access to an adequate range of services, programs and activities to accommodate their identified needs
- Level of services and programs are matched to level of risk (includes risk of reoffending, escape, self-harm etc.).
- Staff members monitor offender's progress on goals

Responsibility Internal

3 Increase self Responsibility

- Staff, services and programs are responsive to offenders' learning style and abilities
- Offenders are assisted to have responsibility for developing and implementing their plans to meet their goals
- Offender management processes need to be individualised

Responsibility External

4 Provide a constructive environment

- Staff maximise offender opportunity for rehabilitation and reduce risk to the community through the nature of their interactions
- Staff members ensure expectations of offender management processes are communicated to the offender
- Staff members deliver a consistent strategy of rewards and sanctions
- Processes need to be in place to ensure the offender can access and complete programs
- Staff support processes of progression and enhance continuum of care

Standards

Our Practices

References

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