CORRECTIONS INDUSTRY

2018 KEY FINDINGS DISCUSSION PAPER
CORRECTIONS IRC SKILLS FORECAST
KEY FINDINGS DISCUSSION PAPER 2018

The purpose of the paper is to provide industry stakeholders with a summary of the key findings from the recent industry intelligence gathering activities overseen by the Corrections Industry Reference Committee (IRC). The key findings will be used by the IRC in the development of the Corrections IRC Skills Forecast and Proposed Schedule of Work for the CSC Correctional Services Training Package.

Several targeted strategies were employed to collect industry intelligence about the opportunities and challenges for the Corrections workforce and any CSC Correctional Services Training Package review work necessary to meet these industry needs. These included:

• A Call for Submissions process inviting stakeholder responses about key issues affecting skills and workforce development;
• An IRC Skills Forecast Survey seeking information on priority skill needs, skill shortages and issues relating to workforce training and;
• A comprehensive review of Data and Research Sources nominated by the Corrections IRC.

Australian Industry Standards has been tasked by the IRC to collect feedback from interested stakeholders about these issues on its behalf.
HOW TO PROVIDE FEEDBACK

Stakeholders are invited to submit their comments on the findings outlined in this paper by close of business on 20 February 2018.

It is acknowledged that the information provided about issues in this paper is deliberately brief. The purpose of this paper is to validate and confirm the findings, which will inform the advice the Corrections Industry Reference Committee (IRC) will provide to the Australian Industry and Research Committee (AISC).

In considering the key issues and themes identified in this paper, we are keen to have any feedback that either confirms your issue has been covered, or else raises an issue you feel should be addressed in the Proposed Schedule of Work (FY18/19–FY21/22) for the CSC Correctional Services Training Package to be submitted to the AISC on 30 April 2018.

Responses can be emailed to enquiries@australianindustrystandards.org.au.

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CORRECTIONS INDUSTRY OVERVIEW

The Corrections industry added $3.71 billion to the Australian economy in 2015-16. The Corrections industry employs over 31,000 people across prisons, juvenile and immigration detention, parole services, correctional administration and management. Correctional services implement the correctional sanctions determined by the courts and releasing authorities such as parole boards.

KEY CORRECTIONS METRICS

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
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<tbody>
<tr>
<td>Revenue ($b)</td>
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<tr>
<td>Profit ($b)</td>
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<tr>
<td>Average Wage ($)</td>
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<tr>
<td>No of Organisations</td>
<td>11</td>
</tr>
<tr>
<td>Employment Growth to 2023 (%)</td>
<td>14.3</td>
</tr>
</tbody>
</table>

Scope: Correctional and Detention Services

KEY CORRECTIONS FACTS

112 – custodial facilities in operation, government and privately managed

208 per 100,000 - adult incarceration rate, an increase of 4 per cent between 2016/17

41,202 – number of prisoners in June 2017, up 6 per cent from 2016/17

68,878 – number of persons serving community-based corrections orders, up 3 per cent 2016/17

CORRECTIONS WORKFORCE

CORRECTIONS WORKFORCE BY STATE/TERITORY

<table>
<thead>
<tr>
<th>State/Territory</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>New South Wales</td>
<td>7,782</td>
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<td>Tasmania</td>
<td>482</td>
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<tr>
<td>Australian Capital Territory</td>
<td>368</td>
</tr>
</tbody>
</table>


CORRECTIONS SKILL SHORTAGES

86.7% per cent of employers reported experiencing a skills shortage in the last 12 months. The occupations reported as being in shortage were:

1. Prison Officers
2. Community/Youth Justice Officers
3. Case Managers
4. Mental health professionals
5. Correctional Management

Reasons for Shortage

Employers identified the following reasons for the shortage with the most frequent response listed first.

1. High staff turnover
2. Unattractive job / poor industry image
3. Competition from other organisations
4. Cost/time to achieve the required qualification
5. Shift / weekend work
KEY CORRECTIONS SKILL ISSUES
INDUSTRY CHALLENGES AND OPPORTUNITIES

Professionalisation
Correctional officers work in a highly diverse and ever-changing environment. Traditional prison models are now being revised and there is a trend to move away from institutional reformation and into rehabilitative services. The ongoing interactions of correctional services staff with prisoners, the legal system, community infrastructure, and medical specialists is constantly changing. New approaches to corrective practices underscore the relevance of managing large groups of people with complex needs, thereby requiring higher-order skills in communication, critical thinking, and problem solving.

There is increased awareness of prison demographics and of the importance of the individual prison officers whom interact with prisoners daily. The Corrections workforce is facing changing skill needs. There is the need for Corrections Officers to provide individualised support to prisoners and to manage increasingly large populations of inmates. Many of these prisoner's struggle with cultural integration, mental health, substance abuse, and aggressive behaviour issues. Corrections staff will require further training in rehabilitation services, relationship management skills, and constant monitoring of security.

Within the Australian Vocation Education and Training (VET) framework, more than half (61.43 per cent) of Prison Officers with post-secondary qualifications have a Certificate III or IV, while 18.9 per cent have a Diploma or Advanced Diploma. There is an increasing need for skilled correctional staff that can competently handle prison operations in an appropriate and professional manner. Ensuring that qualifications meet the increasing demands of the Corrections industry will be vital to address the changing skill requirements.

Prison Population
Australia's total prison population has grown by 50 per cent over the past decade (2006-2016). This increase has had a significant impact on the infrastructure and resources of Correctional facilities across all jurisdictions. The average national cost per prisoner is estimated to be over $105,000 per year, nearly double the OECD average.

In 2014-2015, Australia spent nearly $3 billion per annum on Correctional Services nationally. The national prison population during the same time was estimated to have reached approximately 104 per cent of capacity. States and territories are currently exploring other solutions; to reduce the number of individuals incarcerated, reduce recidivism, and promote successful reintegration into society.

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5 Inspector of Custodial Services (2014) The Invisibility of Correctional Officer Work. Parramatta, NSW.
To address overcrowding, other projects such as rapid-build high security facilities are currently under construction. These will require custodial and community corrections officers and corrections staff who are appropriately skilled to conduct their job effectively\(^\text{10}\). Between 2014 and 2019, it is estimated there will be approximately 2,000 job openings in the sector\(^\text{11}\).

**Technological Change**

Technological advances are having a strong impact throughout the Corrections industry. The demand for new technology-based solutions and systems to address the needs of the industry will change the way correctional services are directed in the future.

These new systems are anticipated to aid in alleviating the current strain on the national prison population. The application of cloud-based technologies, GPS, radio frequency, and Internet of Things-connected devices (i.e. electronic monitoring), will continue to proliferate in the sector. These tools are already used in corrections on the international stage and some Australian States/Territories. To maintain relevancy, Corrections employees will need to be both adaptable and ready to learn new tasks and skills, to meet the demands of this changing landscape.

The COAG Report ‘Prison to Work’ (2017) discusses changes made to legislation in 2016 which enables Court Ordered Home Detention as a valid option that fits between immediate imprisonment and a suspended sentence. The outcome of the amended legislation is to reduce recidivism in instances where the courts believe the case would be better managed outside of the prison environment\(^\text{12}\).

Consequently, the demand for electronic monitoring in home detention and community corrections orders is likely to increase, thereby increasing the demand for skilled correctional staff in the field of remote operations and surveillance.

Despite the perceived benefits of electronic monitoring and other tools, there are significant questions and areas of investigation to be addressed. Of paramount importance is maintaining public safety, and ultimately reducing incarceration and recidivism rates nationally. Training will be required to broaden the skills of “conventional” prison officers, to accommodate the technological challenges presented to the current workforce\(^\text{13}\). Discussions surrounding alternative methods of monitoring people, to reduce the prison population and the costs of imprisonment, are encouraged\(^\text{14}\).

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Cultural Competency Training
In 2015, despite making up 3 per cent of the total Australian population, Aboriginal and Torres Strait Islanders accounted for over 27 per cent of the prison population. The COAG ‘Prison to Work’ (2017) report outlined joint actions to be taken by the Commonwealth, State, and Territory governments to ensure all front-line staff receive cultural competency training. This directed action is to ensure all Corrections staff in contact with indigenous individuals are culturally aware and behave with respect to culture differences in a non-discriminatory manner. Developing and enhancing nationally recognised Cultural Competency skillling outcomes is proposed to further enhance the skills and knowledge of Corrections staff, enabling these skills to be potentially recognised across national jurisdictions.

Youth Justice
Following the Royal Commission report on Youth Detention (2017), the Royal Commission provided the Northern Territory government with a broad range of outcomes and recommendations. These included developing a new model for secure detention of young people, increasing engagement with youth and family support services, and changing the current perception to increase the use of therapeutic approaches. These outcomes and recommendations are not mandatory changes to Youth Justice services, however any revisions adopted may have broader effects on the national training and skill needs of Corrections staff across Australia.

Immigration Detention
Immigration detention is covered by the Migration Act 1958 and occurs when an individual enters Australia unlawfully, without suitable identification, or otherwise poses a risk to national security. The role of an Authorised Officer under this act is unique, as the role is strictly administrative, and not punitive. The current skills of Immigration Detention Officers are predominantly derived from the CPP Property Services Training Package and aligned to the skill needs of domestic Security Operations. As a result, new skills for Immigration Detention Officer roles are being proposed to be included in the Correctional Services Training Package. This is proposed to address deficiencies within the Property Services Training Package and enable better interaction and cultural awareness between an Immigration Detention Officer, and the detainees. New skills will serve to prepare people undergoing training to be an Authorised Officer and distinguish the fundamental differences from Corrections Officers and Security Personnel. A new qualification and/or Skill Set will be unique as Immigration Detention Officers (Authorised Officer) will be serving detainees under the Migration Act 1958. As they are not prisoners, the role of the Authorised Officer is not to enforce correctional law governed by State government, but to enforce the Migration Act 1958.

WORKFORCE SUPPLY SIDE CHALLENGES AND OPPORTUNITIES

Workforce Demographics

Gender diversity within Corrections reveals there is scope to improve female representation in the industry. Currently, women make up just over 41 per cent of the full-time workforce19. With the advent of new technologies being implemented within the industry, there is opportunity to improve gender diversity further within the new roles being developed.

38 per cent of the Corrections workforce is aged 50 or over, with an average age of 45 years (compared to 40.8 years for all occupations)16. With a large proportion of the industry approaching retirement age over the next decade, the responsibility is on correctional service providers to find and recruit a younger cohort of workers and increase the workforce size and labour pool. Attracting young workers for a career in Corrections is desirable.

The use of new technologies and changing operational environments of correctional services will require an ageing workforce that is adaptable and able to continue to learn new skills to keep up with changes in the industry. Stakeholder feedback indicates that many older workers are struggling to meet these needs. Coupled with changes in training and delivery methods (e.g. e-learning, simulation), the problem is further compounded by the existing gap between older workers and their digital literacy skills. The workforce will need improved digital literacy and analytical skills to navigate new technological changes, and this may result in revising the current modes of training delivery in the industry.

Workforce Attraction and Retention

The Corrections industry has a high rate of staff turnover, posing a substantial challenge to the daily operations of detention and prison facilities. Attracting new recruits to the industry can be difficult, due to perceived and real safety risks, uncompetitive salaries, and staff dissatisfaction20. Providing an attractive and rewarding workplace will be a challenge for the sector. Some states have already made significant efforts to acknowledge and reward staff21. Professional development opportunities, as well as developing clear career paths for young recruits, will be beneficial to the long-term growth of the industry. Some States already offer/provide VET training for employees to achieve this22.

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Staff Experiences

As prison populations rise, the demand for more front-line staff will also grow. As with many industries world-wide, there is an increasing trend to employ casual and temporary staff. Casualisation of the Corrections workforce has increased in the last decade, from 10 per cent to approximately 15 percent23. Casual employees may lack the suitable skills, and knowledge or experience to work with prisoners who are suffering from mental health issues, as well as violent or drug-affected prisoners. The ability to work with a range of people from diverse cultural backgrounds and ethnicities is highly important within the Corrections industry.

It is also necessary to ensure that appropriate training is provided to ensure staff have the adequate skills to perform in difficult environments. This includes skills in communication, negotiation, resilience training, and preparation for new digital tools expected to be implemented in the industry. This will ensure that correctional services employees are correctly matched to job roles that suit their experience, and training is paramount to the success of the industry.

PRIORITY SKILLS
The priority skills results are drawn from Corrections stakeholder responses to the IRC Skills Forecast survey conducted between 4 December 2017 and 16 January 2018.

SKILL CATEGORY
In order of priority to the industry, the following skills were identified as the most important for the Corrections workforce within the next three to five years.
1. Mental health
2. Security
3. Case management
4. Cultural competence
5. Organisational

GENERIC SKILLS
Ranking of the 12 generic workforce skills in order of importance to the Corrections industry.
1. Managerial / Leadership
2. Communication / Virtual collaboration / Social intelligence
3. Learning agility / Information literacy / Intellectual autonomy and self-management
4. Design mindset / Thinking critically / System thinking / Solving problems
5. Customer service / Marketing
6. Technology
7. Data analysis
8. Language, Literacy and Numeracy (LLN)
9. Financial
10. Environmental and Sustainability
11. Science, Technology, Engineering, Mathematics (STEM)
12. Entrepreneurial
BACKGROUND INFORMATION

INDUSTRY REFERENCE COMMITTEES

New arrangements for training product development commenced in January 2016. These arrangements consider the needs of employers of all sizes, across all industry sectors, and ensure the delivery of high quality Training Packages that are nationally endorsed and internationally regarded.

Industry References Committees (IRCs):

- Provide a forum for industry engagement
- Direct the review, development and implementation of Training Package content relevant to the industry sectors they cover
- Act as a conduit for industry feedback to the Australian Industry and Skills Committee (AISC) and governments on industry trends

IRCs are composed of individuals and industry members with the experience, skills and knowledge of their specific industry sector. IRCs are supported by independent and professional Skills Service Organisations (SSO) to develop and review Training Packages, and to inform Training Package development priorities.

IRCs have a direct relationship with the AISC, and are charged with identifying industry’s skills needs, developing Business Cases setting out the Case for Change, and providing the sign off on training products before they go to the AISC for consideration.

Each IRC will perform the following functions:

- Gather intelligence for their industry sectors to inform advice on Training Package development and review
- Direct the work of its SSO in the development of industry proposals, Cases for Change and Cases for Endorsement
- Oversight the development and review of Training Packages in line with the requirements of the AISC
- Provide sign off for industry proposals, Cases for Change, Cases for Endorsement and other submissions for consideration by the AISC
- Direct the work of the SSO in preparing the support materials where funding for additional activities is provided
- Report to the AISC on progress of its work
- Promote the use of Vocational Education and Training (VET) in the sectors they represent
CORRECTIONS INDUSTRY REFERENCE COMMITTEE (IRC)

The Corrections Industry Reference Committee (IRC) has been assigned responsibility for the CSC Correctional Services Training Package.

**Chair:** Amanda Bannister

**Deputy Chair:** Chris Lockwood


The CSC Correctional Services Training Package provides the only nationally recognised Vocational Education and Training (VET) qualifications for occupations involved in justice services, correctional practices, administration and management. At Certificate III, IV and Diploma levels specialisations, can be undertaken in 1) community and youth custodial 2) dog handling, supervision and leadership, case management and community or emergency response and 3) intelligence operations. The CSC Correctional Services Training Package comprises five qualifications and 95 Units of Competency and associated assessment requirements and covers justice services and correctional practices, administration and management. The CSC Correctional Services Training Package is in the Scope of Registration of 29 Registered Training Organisations.

IRC SKILLS FORECAST AND PROPOSED SCHEDULE OF WORK

The IRC Skills Forecasts focus on the prioritisation of the skill needs of the industry sectors each IRC has responsibility for. They are developed and reviewed annually in consultation with industry stakeholders and submitted on behalf of the IRC to the Australian Industry and Skills Committee (AISC) for approval.

IRCs are required to consult broadly with stakeholders to ensure a whole-of-industry view about the opportunities and challenges for the workforce and the Training Package review work necessary to meet industry needs.

The IRC Skills Forecast is submitted to the AISC and informs the development of a four-year rolling National Schedule for Training Package development and review work. More information on the National Schedule can be found at www.aisc.net.au/content/national-schedule.
AUSTRALIAN INDUSTRY STANDARDS

Australian Industry Standards (AIS) provides high-quality, professional secretariat services to the Corrections IRC in our role as a Skills Service Organisation. AIS provide services to eleven allocated IRCs which cover Aviation, Corrections, Gas, Electricity Supply (Generation and Transmission, Distribution and Rail), Electrotechnology, Maritime, Public Safety (including Police, Fire and Emergency Services, Defence), Rail, Transport and Logistics, and Water industries. AIS supports these important industry sectors using our world class in-house capability and capacity in technical writing, quality assurance, project management and industry engagement in the production of Training Packages.

AIS was established in early 2016, 20 years after its predecessor the Transport and Logistics Industry Skills Council (TLISC) was established in 1996. More information about AIS can be found at http://www.australianindustrystandards.org.au.

• We support industry growth and productivity through our modern innovative approach to establishing skills standards.
• We provide high-quality, professional secretariat services to help our allocated industry reference committees develop the skills that industry needs.
• We partner with industry to shape the workforce of the future.