

# **APCCA DISCUSSION GUIDE 2004**

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## **INTRODUCTION**

This Discussion Guide serves to identify some of the issues that may be discussed in relation to each Agenda Item. It is somewhat different from previous years in that it provides a more specific list of suggested questions / issues. We have adopted this approach in the light of discussions with some of the delegates at the 23<sup>rd</sup> APCCA in Hong Kong, who indicated that it would be helpful in the preparation of discussion papers.

We ask that you follow the suggested format as far as possible with respect to Agenda Item One. We also hope that the suggested framework will be of assistance for Items Two to Five and that you will find it useful to follow that framework. However, we emphasise that delegates should feel free to adopt their own approach or to put their own interpretation on the items.

All delegations should provide a paper on Agenda Item One but not all of the other Agenda Items will be equally relevant to everybody. For this reason, you may decide to provide discussion papers only on selected topics from Agenda Items Two to Five. However, we do ask that you provide discussion papers on as many Agenda Items as possible.

## **AGENDA ITEM ONE**

### **NATIONAL REPORTS ON CONTEMPORARY ISSUES IN CORRECTIONS**

#### **Introduction**

This Agenda Item provides an opportunity for delegates to present an overview of the major issues relating to corrections in their jurisdiction, especially over the past twelve months. Over the years, the national reports have revealed a wide range of issues that reflect not only different traditions with respect to corrections, but also the cultural, historical, economic and political diversity of the region. Nevertheless, there are many common trends facing correctional administrators.

We have listed below a range of issues, based on the main themes that delegates have identified over the past five years. We hope that, by following this checklist, you will be able to identify the issues which are most relevant to you, and to identify contemporary problems and solutions.

Although the content of national reports is ultimately at the discretion of each delegation, we ask that, as far as possible, you follow the proposed framework. This will allow the Conference to develop a more comprehensive cross-jurisdictional analysis of trends and contemporary issues.

#### **Framework for Discussion Paper**

##### **1. Socio-Economic, Structural and Political Factors**

Correctional systems can be directly affected by the general socio-economic and political climate of a society. For example, at times of political upheaval or economic difficulty, some types of crime may increase. This may increase the pressure on prison systems, especially if they face financial constraints.

- *What issues do you face as a result of socio-economic, political or other society-wide factors?*

If relevant, you may wish to consider the following:

- ◇ The construction of new prisons
- ◇ The nature of crimes and the composition of the prison population
- ◇ Resources for staff training etc
- ◇ During recent APCCA conferences, there has been a growing interest in prison standards, including compliance with international obligations such as the United Nations Standard Minimum Rules for the Treatment of Prisoners. Have there been any legislative and

procedural changes to provide new force with respect to such standards?

- ◇ What has been the impact of international assistance and non-governmental organizations?

## **2. Prison Population**

There are three broad areas for discussion in the context of prison populations; prison population levels; overcrowding; and the relationship between prison populations and crime rates.

It has been the practice for each jurisdiction to provide statistics based on prisoners per 100,000 of the population on the number of male prisoners; the number of female prisoners; the total number of prisoners; the general population; and the imprisonment rate. This provides some of the context but the statistics are only based on the past year. For this reason, it is important for discussion papers to consider trends and issues in this area. The following questions may be discussed:-

- *Has your prison population increased or decreased over the past twelve months?*
- *Do the changes in the prison population reflect changes in crime rates?*
- *What are the other reasons for any increase or decrease in the population? (For example, have there been significant changes with respect to bail, sentencing and remission / parole?)*
- *Are there more prisoners serving sentences for particular types of crimes, such as violence, drug offences, terrorism or international crimes?*
- *Do you face problems with respect to overcrowding in your prisons? If so, what are the points of particular difficulty (for example, are there particular problems with remand prisoners or women)?*
- *Has any increase in the prison population affected the level of security and control of prisons?*
- *What strategies has your government adopted to reduce overcrowding and to ensure appropriate staffing levels?*

## **3. Sentenced and Unsented Prisoners**

There is considerable regional variation with respect to the position of unsentenced prisoners (people who are remanded in custody prior to trial, who are on trial, or who are detained for some other reason, including national security reasons). In part, these differences reflect different investigative procedures, legal requirements and criminal justice traditions.

- *What is the proportion of unsentenced prisoners in relation to sentenced prisoners?*
- *Is the unsentenced population changing at the same rate as the sentenced prisoner population?*
- *What factors have contributed to the number of unsentenced prisoners?*
- *What steps (if any) are being taken to reduce the remand population?*

#### **4. Offender Demographics**

The characteristics of offenders vary between each nation and territory. However, a number of common themes can be identified for discussion:-

##### **(a) Sex**

- *What is the proportion of female prisoners in the total prison population?*
- *Is the proportion of female prisoners increasing or decreasing?*

##### **(b) Age**

- *What are the trends with respect to the age of prisoners (for example, do you have more young prisoners or more older prisoners)?*

##### **(c) Indigenous and other ethnic groups**

In some parts of the region, particular groups within a society are over-represented in the prison system compared with their numbers in the population as a whole.

- *Do you face any issues in this regard (for example, with respect to Indigenous prisoners or other groups)? Please provide statistics, if available.*

##### **(d) Foreign prisoners**

At recent APCCA conferences, a number of jurisdictions have expressed concern about the growing number of foreign nationals in their prisons.

- *Do you face any issues in this regard? Please provide statistics, if available.*
- *Are there any developments with respect to the international transfer of prisoners?*

## **5. Integrated Offender Management**

There is now general acceptance, across the region, of the desirability of integrated offender management. This involves a planned approach to managing offenders from the time of their reception into a prison to their rehabilitation and reintegration into the community. The approaches that are taken will differ between countries to take account of regional, economic and cultural differences, but there are some common questions:

- *What initiatives have been taken in this respect in your jurisdiction? (For example, in the form of new reception and assessment processes or new treatment programs)*
- *What schemes have been implemented for the enhancing the reintegration of prisoners into the community?*

## **6. Technology**

Recent national papers have identified information technology as a major issue for departmental management and organization. There are also initiatives in a number of jurisdictions to enhance security and movement control through the use of technology. One such measure is the use of 'Smart Cards' to monitor the movement of prisoners around a prison and to keep track of their accounts and expenditure. Technology can also be used (in the form of 'video-links' or internet use) to enhance family contact.

- *What initiatives have been undertaken with respect to information technology over recent years?*
- *What difficulties, if any, have you encountered?*
- *What advantages and disadvantages have you experienced as a result of the introduction of information technology?*
- *Are there any other technological innovations that have been of particular benefit (such as 'smart cards' or video and internet links)?*

## **7. Other Issues**

Please identify and comment upon any other issues that are of contemporary significance in your jurisdiction. These might include any moves towards privatisation, issues of security and control or staffing issues.

## **AGENDA ITEM TWO**

## **THE ROLES OF COMMUNITY / PUBLIC SECTOR AGENCIES AND FAMILIES IN SUCCESSFUL REINTEGRATION**

### **Introduction**

It is widely recognized that mechanisms to enhance the chances of an offender's 'reintegration' (or 're-entry') into society are an essential part of any strategy to reduce recidivism. However, the issues are extremely complex. The word **reintegration** appears to assume that the offender was well integrated in society prior to his / her imprisonment, but worldwide evidence is that many prisoners were not well integrated. In many countries, the 'typical' prisoner does not have good life skills, educational or trade qualifications, work experience or stable housing. As discussed at recent APCCA conferences, many also experience serious substance abuse and health problems (both physical and mental). Some reports (especially in the United Kingdom) have described this phenomenon as 'social exclusion'.

Issues of social exclusion and reintegration clearly go far beyond Correctional Departments. Other State agencies, community organizations and families are at least as important. The role of various agencies and groups varies between jurisdictions. For example, in some countries, community organizations appear to be well-established, with clear and well-defined roles. In others, this may not be the case. Family structures also differ to some degree across cultures and countries.

This Agenda Item gives delegates the opportunity to explore the problems of reintegration within their own jurisdictions, and to provide examples of successful (and, perhaps, unsuccessful) initiatives from which other jurisdictions may learn.

### **Suggested Framework for Discussion Paper**

Papers may include some or all of the following matters:

#### **1. Problems of Reintegration**

- *What are the areas that present particular difficulties in terms of successful reintegration in your jurisdiction?*

[The factors may include some or all of the following:

- ◆ Housing – does the person have adequate and stable accommodation?
- ◆ Life skills training – are ex-prisoners adequately equipped with basic life skills?

- ◇ Financial counselling (eg to manage debt)
- ◇ Mental and physical health
- ◇ Employment, training and educational opportunities
- ◇ Addressing issues related to the person's offending behaviour - such as substance abuse and violence in the home / community to which the person is to be released.]

## **2. Public Sector Agencies and Inter-Agency Collaboration**

In terms of public sector agencies, reintegration is likely to involve a range of government services that go beyond the boundaries of prisons / corrections. Sometimes, for budgetary and other reasons, it can be very difficult to ensure effective inter-agency collaboration within the government sector. This is especially true when ex-prisoners are likely to be seen as 'difficult' and 'expensive' clients.

- *Do you have experience of these problems in your jurisdiction?*
- *If so, how has your government sought to address them?*
- *What are the most successful strategies?*

## **3. Community Organisations**

A number of possible questions arise with respect to the role and structure of community organizations. They might include the following:

- *What are the main community agencies that are involved in reintegration and aftercare in your jurisdiction?*
- *Do these agencies engage with prisoners whilst they are in custody, or simply on release?*
- *How are these community agencies funded? Do they receive government funding? If so, are they required to compete for such funding (for example, through competitive tendering processes)?*
- *What type of services do they deliver?*
- *How do their services relate to those that are provided directly by the public sector?*
- *What have you found to be the most successful model for community organisations' involvement in reintegration?*

#### **4. Family**

Family circumstances can present a number of complex dilemmas in terms of a prisoner's reintegration. A strong and supportive family situation is likely to enhance a prisoner's chances upon release but a dysfunctional family situation is likely to reduce their chances. Sometimes, difficult family circumstances (such as substance abuse and family violence) may have contributed to the reasons why the person was imprisoned in the first place; and yet the prisoner may be returning to precisely the same circumstances.

For these reasons, it will be particularly interesting to hear of initiatives that have been undertaken in your jurisdiction to work with families, to address issues within families, and to provide support to the families of released prisoners:

- *What strategies do you use to keep families informed about the progress of prisoners?*
- *How do you seek to ensure that family relationships can be developed or maintained during the prisoner's incarceration? (For example, by visits, telephone calls, video or internet links and conjugal visits)*
- *Do you have any specific programs to address issues of family relationships (especially in cases of family violence)? If so, do these programs engage only with the prisoner or do they also involve other family members (for example, in group therapy or 'cultural healing')?*
- *What forms of support are offered to families after the prisoner has been released?*

#### **5. Other Issues**

Please raise any other issues that are of concern in your jurisdiction.

## **AGENDA ITEM THREE**

### **PREVENTING AND CONTAINING INFECTIOUS DISEASES**

#### **Introduction**

Infectious diseases have presented management problems for as long as prisons have existed. Prisons are closed environments and people tend to live in close proximity to one another, in conditions in which it may be difficult to contain the spread of disease. It must also be remembered that prison authorities owe a duty of care to a wide cross section of people, including prisoners, uniformed staff, clerical staff, medical staff and visitors.

The type and nature of diseases may change over time. In some jurisdictions, long-standing diseases such as Tuberculosis (TB) remain a problem in both the community at large and in prisons. In other jurisdictions, the main areas of concern are of more recent origin, with a growing focus over the past 15 years on blood borne viruses such as HIV/AIDS and various forms of Hepatitis.

These ongoing problems can sometimes be exacerbated by the sudden outbreak of new strains of influenza or of treatment-resistant diseases. In 2002-2003, many parts of Asia were affected by an outbreak of SARS (Severe Acute Respiratory Syndrome). SARS caused consternation throughout society because its causes were unknown; it proved fatal in many cases; and its treatment was uncertain. This inevitably caused prison administrators to question how best to respond to such uncertainty in a potentially volatile environment. There is also evidence of new treatment-resistant forms of TB in parts of the world.

#### **Suggested Framework for Discussion Paper**

Prevention is better than cure and doctors rather than prison administrators are responsible for treatment. Discussion papers on this topic should therefore aim to provide practical advice on how prison administrators can best contribute to the prevention and containment of infectious diseases (rather than discussing forms of treatment).

We suggest you should first outline the extent to which various infectious diseases present a problem within your jurisdiction. This will allow the Conference to understand the context in which prevention and containment strategies must work.

We suggest that you then outline the strategies and techniques that you have adopted in order to prevent and contain infectious diseases. This part of the paper can be written in one of two ways. One is to provide a general overview. The other is to provide a descriptive 'case-study' of how your jurisdiction has tackled a specific type of disease. For example, you may decide to explain how

you have responded to the issue of blood borne diseases such as HIV/AIDS and Hepatitis; or how you dealt with the SARS outbreak in 2002-2003.

### **1. Prevalence and Type of Infectious Diseases**

- *What types of infectious disease are a particular issue in your jurisdiction? (For example, TB, HIV/AIDS or Hepatitis)*
- *Do you have any statistics on trends with respect to such diseases?*
- *Were you affected by the outbreak of SARS?*

### **2. Prison Accommodation and Prisoner Placement**

As closed environments, prisons are places where infectious diseases may spread.

#### **(a) Air-Borne Diseases**

In the case of air-borne diseases such as TB, SARS and influenza, some degree of isolation may be an important strategy to reduce the risks of infection (as it is in the case of people in the wider community):

- *Do you have adequate capacity to isolate prisoners who are suffering from such diseases within your prisons? Were any special measures taken at the time of the SARS outbreak?*

#### **(b) Blood-Borne Diseases**

In the case of blood-borne viruses, the position is different in that the risks of infection generally come from intimate body contact or from sharing needles (for example, in tattooing or drug use). Practices vary across the world in terms of the placement of prisoners. Some jurisdictions segregate offenders who have such diseases, but in many parts of the world, the policy is now one of integration unless the prisoner engages in risky or predatory behaviour. Where the policy is one of integration, the general approach is that staff and inmates should take precautions in all cases where there might be any problem of infection.

- *What is the general policy with respect to prisoner placement in your jurisdiction?*

### **3. Testing and Confidentiality**

Different jurisdictions may well adopt different policies with respect to the testing of prisoners for infectious diseases and the confidentiality of a prisoner's medical status. In some jurisdictions, that information is known only to a handful of people such as medical staff and superintendents. However, other jurisdictions may take the view that such information should be more widely known:

- *Are prisoners (and staff) subject to compulsory testing for diseases such as HIV/AIDS and Hepatitis? If so, is this testing conducted on a regular basis or simply on admission?*
- *How much information is given to staff in your jurisdiction about the medical status of an inmate?*

#### **4. Education Programs for Staff and Prisoners**

Prevention is better than cure; and education can be an important element of prevention.

- *What information or education is provided to prisoners with respect to blood borne and air borne diseases?*
- *At what stage in their sentence are prisoners given such information? (For example, is it part of reception and orientation?)*
- *What information or education is provided to staff with respect to blood borne and air borne diseases?*

#### **5. Provision of Syringes, Condoms and Other Devices**

Blood borne diseases present a range of problems for prison management in terms of balancing 'harm minimisation' with other aspects of prison management. For example, the harm caused by the spread of disease by shared needles could be addressed by providing syringes to prisoners. However, the provision of syringes can pose security problems and could be construed as the prison authorities ignoring criminal activity within the prison. The provision of condoms to prisoners is also a controversial issue in many jurisdictions – especially where homosexual activities may constitute a criminal offence under the general law:

- *What is the policy in your jurisdiction with respect to the provision of syringes, condoms or other devices?*

#### **6. Other Issues**

Please raise any other issues that are of concern in your jurisdiction.

## **AGENDA ITEM FOUR**

### **MANAGEMENT OF PUBLIC EXPECTATIONS IN THE TREATMENT OF OFFENDERS**

#### **Introduction**

This topic is deliberately wide reaching and the papers are likely to take different perspectives. Public expectations with respect to the treatment of offenders can obviously take many different forms and may sometimes include contradictory ideas of what is appropriate. This is inevitable, given that prisons are, by their very nature, closed environments that are not open to public scrutiny.

It is particularly difficult to assess, evaluate and manage public expectations when media reports and films tend to provide a distorted view of the prison system. Generally, film and media portrayals seem to reflect one of two opposing myths. The first is that prisons are a kind of 'holiday resort' where people are given an easy life of three good meals per day, lots of exercise and unlimited access to CD players, computers, TV's and telephones. The other myth is that all prisons are violent, cruel and inhumane places where deliberate abuse and mistreatment are commonplace. As all prison administrators know, the truth is very different.

Although it is difficult to assess public expectations, some people would say that the 'general public' is not particularly concerned about conditions inside prisons, and is mainly concerned that prisoners are securely detained. However, whilst prison conditions may not be a high priority, it would be wrong to assume that they are not important. Poor conditions or a brutalizing environment can lead to scrutiny and criticism, both nationally and internationally. In some jurisdictions, the advent of privately managed prisons has also engendered considerable public concern about standards and accountability.

#### **Suggested Framework for Discussion Paper**

As we have already noted, this agenda item is deliberately open-ended and can be considered from many different angles. For example, some jurisdictions may wish to concentrate on the findings of surveys and/or other research that has been conducted into public expectations of the prison system – and how prison departments have responded to such findings. Others may wish to focus more on questions about standards and human rights issues within prisons.

Possible discussion questions include some or all of the following:

## 1. 'Public Expectations'

A preliminary question is how one can assess 'public expectations' in an objective and useful manner:

- *Has there been any research (for example, by way of surveys) in your jurisdiction into public views of prisons and public expectations of what a 'good' prison system would look like?*

Questions then arise as to what public expectations are in your jurisdiction (including the findings of any research):

- *What are 'public expectations' in your jurisdiction? Does the public seem to have an interest in prison standards and conditions as well as in secure containment?*
- *At recent APCCA conferences, there has been general agreement that that people go to prison **as** punishment and not **for** punishment; in other words, that removal from society is itself the punishment. Do members of the public accept this view? Or do they believe that prisoners should be punished by means of a harsh prison regime?*

## 2. Public Education and Public Expectations

- *Do you have any established processes for discussing with the public the question of what may be reasonable expectations of a modern prison system? (For example, by public meetings, focus groups, media forums, publicity about prisons etc).*
- *If so, what strategies have been successful in improving public understanding of modern prison management?*

## 3. Human Rights and International Standards

Many papers at APCCA conferences have commented on the growing significance of human rights and international standards in the management of offenders. Some jurisdictions have enacted human rights legislation which may impact on prison standards and practices. Most jurisdictions also aspire to the standards laid down by the United Nations Standard Minimum Rules for the Treatment of Offenders, and some nations have developed their own standards. However, questions may arise as to whether such national and international standards accord with what the public expects of a prison system.

- *Do you have Human Rights legislation in your jurisdiction? If so, how does this impact on issues relating to prison conditions and practices?*
- *How useful do you find the UN Standard Minimum Rules for the Treatment of Prisoners in terms of setting standards within your prison system?*

- *Have you developed your own national standards for corrections?*
- *Do these various standards accord with public expectations? (For example, does the public have higher or lower expectations of prison standards?)*

#### **4. Accountability / Inspections Agencies**

Some jurisdictions have agencies with specific responsibility for inspecting prisons, monitoring standards, and reporting on such matters. These agencies can either operate within Correctional Departments or can be independent from the Departments. One aim of published reports from such agencies is to provide the public with a better knowledge of the conditions and operations of individual prisons.

- *Do you have inspections / accountability agencies in your system?*
- *If so, do they operate within the Corrections Department or independently?*

#### **5. Managing any Gap between Public Expectations and Professional Responsibilities**

It is possible that there will, at times, be a gap between general public expectations of a prison system and the legal and institutional responsibilities that are placed on Prisons Departments. For example, some members of the public may feel that prisoners are given too many privileges (such as televisions or education programs). However, prison authorities may see such privileges as important in maintaining good order and promoting rehabilitation.

- *Do you consider that there are gaps of this sort in your jurisdiction?*
- *What strategies have been successful in managing any such gap?*

#### **6. Other Issues**

Please raise any other issues that are of concern in your jurisdiction.

## **AGENDA ITEM FIVE**

### **PRACTICES IN DEALING WITH THE DIVERSE CULTURAL AND SPIRITUAL NEEDS OF INMATES**

#### **Introduction**

The Asian and Pacific region is extraordinarily diverse; and most countries in the region are themselves becoming more diverse in terms of ethnicity, religion and culture. The increasing diversity of society at large creates inevitable challenges for prison systems.

Some nations have long had a diverse population. For example, our host country Singapore has a mix of Chinese, Indian and Malay nationals and also has a large number of overseas workers from different parts of the world. These groups are diverse in religious as well as ethnic terms, including Buddhists, Muslims, Hindus and Christians. In other jurisdictions, demographic changes have been more recent. In Australia, for example, the last 50 years have seen waves of migration from Europe and, more recently, from Asia, changing the shape of Australian society. Even where immigration has not been a major factor, countries inevitably face issues of diversity, especially where the population is large and where different parts of the country may be at different stages of modernisation.

It is also common for different ethnic groups to be unevenly represented in prison systems. This can be true of native peoples as well as more recent arrivals. For example, in Australia, New Zealand, Canada and some Pacific islands, Indigenous peoples are over-represented in the prison population compared with their numbers in the population at large; blacks and Hispanics are over-represented in the USA; and Afro Carribeans and South Asian men in the UK prison population.

Catering for the disparate needs and expectations of different groups poses many challenges for prison management and can also be important in terms of the successful reintegration of offenders into society.

#### **Suggested Framework for Discussion Paper**

##### **1. Background**

To obtain an understanding of the dimensions of this topic in the region, it would be helpful if papers first provide some factual information, if available. The key questions are probably the following:

- *What are the main religious and ethnic groups in your prison system? (Please provide statistics, if available.)*

- *Are any particular groups over-represented in your prison system compared with their numbers in the population at large? (Again, please provide statistics, if available.)*

## **2. Prisoner Placement and Prison Design**

Different jurisdictions may adopt different policies and practices with respect to the placement of prisoners from ethnic and religious groups. A number of jurisdictions have given attention over recent years to the question of whether prison design (especially in the case of new prisons) can, or should, reflect the needs of different prisoner groups:

- *Subject to security classification requirements, is there a policy in your jurisdiction to mix prisoners together or to co-locate those who come from a particular area or culture?*
- *Have you constructed or do you use any correctional facilities for specific ethnic or cultural groups (for example, for Indigenous prisoners, foreign nationals, people from a particular religion etc)?*
- *How much account do you take of the fact that you have different groups of prisoners when designing or constructing a new prison (for example, some new Australian prisons have multiple occupancy cells to reflect the preferences of some Indigenous prisoners)?*
- *Do you have defined areas within prisons (such as cultural 'meeting places') where groups can meet to discuss issues of concern? Are there any security concerns with such initiatives?*

## **3. Religious Diversity**

- *How do you seek to provide for religious diversity? (eg, places for worship and prayer, and access to priests and other religious clerics.)*

## **4. Food**

Food can be one of the most common sources of criticism in prisons and is also an area of religious and cultural sensitivity. In addition to the type of food that is served to prisoners, there can be issues with respect to techniques of preparation.

- *What are the policies in your jurisdiction with respect to the preparation and provision of food to meet cultural and religious expectations? (For example, Halal food, vegetarian diets, or 'traditional foods' for Indigenous prisoners.)*

## **5. Linguistic Diversity**

Linguistic diversity can present a range of difficulties, including prisoners' ability to communicate effectively with staff, with other prisoners and with outside support services such as lawyers. Language problems may also affect a prisoner's ability to undertake educational, training or treatment programs or to access facilities such as libraries.

- *What policies and practices have you adopted to counteract these difficulties?*

## **6. Culturally Appropriate Treatment Programs**

In many countries, prison systems now emphasise the importance of prisoners undertaking treatment programs to 'address their offending behaviour'. However, concerns have sometimes been raised that these treatment programs tend to reflect the needs of the majority of prisoners and may not cater well for the needs of other groups. For example, treatment programs may be based on 'group therapy', but some prisoners may say that this format is 'culturally inappropriate' – especially if the facilitator is female.

- *Is this a matter of concern in your jurisdiction?*
- *If so, what steps have been taken to address the problem? (For example, through the development and delivery of alternative programs and / or different forms of delivering existing programs).*

## **7. Staff Recruitment**

It appears that in many countries, the ethnic, language and cultural profile of staff is different from the prisoner population profile. This can present some problems in terms of communication between staff and prisoners (and, potentially, in terms of intelligence gathering and security). However, it can prove very difficult to recruit staff from some ethnic groups.

- *What is the staff profile in your jurisdiction compared with the prisoner profile? (Please provide statistics, if available)*
- *What strategies have you adopted to try to recruit staff from diverse groups?*
- *Which of these strategies have proved successful (and which have proved unsuccessful)?*

## **8. Staff Training**

In addition to recruiting staff from diverse backgrounds, it is also desirable to ensure that other staff have appropriate levels of understanding.

- *What staff training programs have been developed in your jurisdiction with respect to issues of diversity? (For example, 'cross-cultural training'.)*
  
- *How are staff 'tested' with respect to their attitudes and what on-going training is provided?*

## **9. Other Issues**

Please raise any other issues that are of concern in your jurisdiction.