



# APCCA

Asian and Pacific Conference of Correctional Administrators

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# NEW INITIATIVES IN OFFENDER REINTEGRATION

Correctional Service of Canada

## CUSTODY RATING SCALE-COMPUTER BASED TRAINING (CRS-CBT) AND CERTIFICATION

The Institutional Reintegration Operations Division of the Offender Programs and Reintegration (OPR) and Information Management System (IMS) Branches at the Correctional Service of Canada (CSC) have co-developed a Computer-based Training (CBT) self study and certification program for correctional staff prior to using the Custody Rating Scale (CRS), as part of the Offender Intake Assessment and initial penitentiary placement process. The CRS is a research-based classification tool that is used to assist with determining the security level of offenders upon admission to the Canadian federal correctional system. The CRS-CBT program will achieve national appeal because it delivers a powerful tool that is cost-effective, convenient and easy to use in delivering training and improving reliability in offender classification. CRS-CBT courseware provides all the theory, research and interactive training correctional staff need to: master application of the CRS; apply their knowledge in the workplace; and, if they are considering certification, pass the exam. Features of the web-based program include: background to the principles of actuarial assessment; brief history on the development of the CRS; review of CRS item definition and guidelines; ability to administer the CRS through structured practice; and certification through the completion of a variety of specially prepared training exercises based on typical offenders.

## A NEW MODERATE INTENSITY VIOLENCE PREVENTION PROGRAM

The Reintegration Programs Division of the Offender Programs and Reintegration Branch at the Correctional Service Canada (CSC) has developed a new program called the Moderate Intensity Violence Prevention Program (MIVPP) as part of an array of national programs addressing risk factors for violent re-offending. It targets federally-sentenced offenders who have been convicted of at least one violent offence and who do not meet the criteria for programs addressing spousal and sexual violence. It is a companion to the High Intensity Violence Prevention Program which is for offenders who present a combination of high risk to re-offend and a more persistent pattern of violence.

MIVPP has been designed to be responsive to the changing profile of offenders in CSC. More and more offenders are entering CSC at a younger age, and with a

“MIVPP has been designed to be responsive to the changing profile of offenders in CSC. More and more offenders are entering CSC at a younger age, and with a longer history of violent offending and serving relatively shorter sentences.”

longer history of violent offending and serving relatively shorter sentences. There is a need for shorter, more timely, and more flexible, interventions in order to ensure that these offenders will have addressed their risk factors prior to release. The MIVPP has several features which will help it to meet these needs. It consists of eight modules. Each module deals with one specific treatment target for violence. Most of the modules are stand-alone, so that an offender can enter the program at the start of these modules rather than having to wait for the beginning of the program. If they have to leave the program for any reason, they can more easily start again where they left off instead of having to go all the way back to the beginning. Thus it has a great deal of open-entry or continuous admission capacity. This is expected to reduce the waiting period for program entry.

MIVPP has two phases: Phase I consists of two introductory modules which are short enough that they can be offered at reception units without disrupting pen placement. Phase II consists of six stand alone modules. An offender can complete Phase I at a reception unit, and continue with Phase II as soon as he is transferred to his parent institution. The built-in flexibility of the program is also expected to improve program completion in settings which traditionally have posed greater challenges for delivery: maximum security institutions, psychiatric settings, and in the community.

Correctional Service of Canada

# ISLAM HADHARI



## MALAYSIAN PRISONS DEPARTMENT

The government has outlined various agendas for development as required by Islam through a balanced approach in spiritual, economic, educational, social and legal aspects. The government realises that Islam is not merely a religion of practices which was revealed to realistically regulate the life of the people. The approach in Islam Hadhari emphasises on developmental aspects and the building of a civilisation based on the universal view of Islam. The focus is on efforts to enhance the quality of life through the mastery of knowledge, self-development and physical development.

The Prisons Department of Malaysia has responded to this call and to the government policy of ensuring that the concept, vision, mission and objectives of Islam Hadhari can be clarified, understood, accepted and practised by all its community, irrespective of background, culture and religion.

### VISION

The vision of Islam Hadhari is to establish Malaysia as a model Islamic state, i.e. a progressive nation according to its own mould.

Its concept is a state with a progressive society

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possessing knowledge, skills and identity, portrayed as a class with morality, courtesy and culture, based on religious beliefs.

### **MISSION**

Its mission is to execute agenda for the development of the state and its citizens based on a universal, advanced, civilised, tolerant and balanced Islamic approach.

### **OBJECTIVES**

The objectives of Islam Hadhari are to produce Islamic individuals and society with spiritual strength, morality, intellect, material, independent, competitive, visionary, innovative and capable of facing current challenges rationally, practically and peacefully.

In line with the national mission and the Personal Development Plan, the plan pursued by the Prisons Department to rehabilitate inmates is aimed at producing repentant, knowledgeable and skilled inmates who would not repeat past mistakes. The choice to incorporate

Islam Hadhari in the Personal Development plan was an appropriate one. As a pillar and an Islamic way of life, Islam Hadhari is capable of producing a continually developing and progressive people. It is also believed that through Islam Hadhari, inmates or ex-convicts have a better chance of becoming successful individuals.

The official launching of Islam Hadhari Assimilation in the Personal Development Plan of the Prisons Department of Malaysia at the national level was officiated by Dato' Seri Haji Idris bin Jusoh, the Menteri Besar of Terengganu, on 15 November 2005 at Dataran Insaf, Marang Prison, Terengganu. Also present were the Director-General of Prisons Malaysia, Datuk Mustafa bin Osman, Chief Executive Officer of the Putrajaya Secretariat of Islam Hadhari, En Abd Aziz bin Abdullah, Chairman of the Welfare, Health, Social Development and Women Affairs Committee, Dato' Rosol bin Wahid, Deputy Director-General of Prisons Malaysia, IPPM Director of Security, Prisons Directors and Commandant of the Eastern Zone Detention Depot.

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**Malaysian Prisons Department**

# NEW INITIATIVES

## CORRECTIVE SERVICES QUEENSLAND

Consistent with many other Australian jurisdictions, Queensland has experienced significant growth in its prisoner population since the mid 1990s. Since 1993 there has been a 155% growth in prisoner numbers with forecasts indicating future growth by another 90% until 2015, if there is no significant policy change. With a prisoner population peaking at over 5,600 in 2006, action was taken by the Queensland Government to improve alternatives to custody. In Queensland prisons seven in every ten prisoners are sentenced to a prison term of less than two years. Of these, four in ten prisoners serve a sentence of less than six months with many of these offenders incarcerated for non-violent offences.

To counter this trend, Queensland Corrective Services has adopted a new policy position to “toughen” community based orders to utilise probation and parole services as an alternative to incarceration. The increased use of probation and parole services is also a key feature of the new Corrective Services Act 2006 which introduced court ordered parole. Prisoners who are sentenced to a period of imprisonment of three years or less, who are not sex offenders or serious violent offenders, are now given a parole release date by the court at the time of sentencing. This not only ensures that all offenders are under supervision for 100 percent of their sentence, it also means that the courts need to have greater confidence in the supervision of parolees. In June 2005 the Queensland Government provided an additional \$57.5 million over five-years to establish a new Probation and Parole Service. This new model introduced more structure and accountability to the management of offenders on community-based orders and provides more appropriate rehabilitation services. The new model is comprised of four key areas, all of which are designed to enhance community safety. These are: induction and assessment; offender management; compliance and surveillance; and offender intervention. The new model ensures that resources are targeted to risk, decision making is transparent and staff have clear roles and responsibilities.

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## INDUCTION AND ASSESSMENT

Staff conduct assessments to establish a case management plan for each offender based on the re-offending risk and individual need. This includes the use of validated actuarial assessment tools that determine risk and drug usage. As a result of this assessment, process offenders may also be referred to a rehabilitation program, individual counselling with an external agency or placed on higher levels of case management.

## OFFENDER MANAGEMENT

Offender case management focuses on helping the offender to develop skills required to complete an order and prevent re-offending. Case management levels are determined by the level of re-offending risk. Those offenders who present higher risk factors are case managed by senior staff and expected to report more often.

## COMPLIANCE AND SURVEILLANCE

A key feature of the new service is the ability to provide fast, appropriate and consistent responses to the contravention of orders. Compliance officers are responsible for breach management, community service supervision and substance testing. Surveillance officers conduct random surveillance on high risk offenders in the community. These include breath testing of parolees and ensuring offenders are at work or home. When necessary the service is available 24 hours-a-day, seven days-a-week and is able to draw upon the newly established intelligence unit who collect additional information from case managers if an offender has re-offended.

## INTERVENTION

Complementing all of these strategies is the increased use of evidence based rehabilitation programs. A network of program hubs is being established across the State to deliver programs that address general offending, sexual offending and substance abuse. Complementing this new model has been the need to develop a new approach to delivering services to Indigenous communities in remote parts of the State. Indigenous people are significantly overrepresented in the prison system and the new probation and parole service represents a significant step in responding to this problem. With the establishment of services in Doomadgee, Mornington Island, Normanton and Thursday Island, offenders can now be supervised in their community on orders such as an Intensive Corrections Orders which is provided in lieu of a twelve month prison sentence. While the new probation and parole service has already been established in key areas across the State, final roll-out to all 32 offices will be completed by July 2007. It is also anticipated that a further roll-out in remote Indigenous communities will continue beyond this date.

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Corrective Services Queensland

# THE 26TH APCCA AT AUCKLAND, NEW ZEALAND

**Professor Neil Morgan,  
APCCA Rapporteur**



The 26th Asian and Pacific Conference of Correctional Administrators was held at the Rendezvous Hotel in Auckland, New Zealand, from 26 November to 1 December 2006. New Zealand has always been a strong supporter of APCCA, having attended virtually every conference and previously hosting conferences in 1983 and 1996. The 2006 conference was attended by a record number of 26 jurisdictions and it was pleasing to see representatives from a large number of Pacific Island nations.

The conference was hosted by Mr Barry Matthews, Chief Executive of the New Zealand Department of Corrections, and the theme of the conference was Towards Wellness and Wellbeing in Corrections. Delegates shared valuable information on how to improve the wellbeing of both prisoners and prison officers, and gained new insights on how to reach out more effectively to the broader community. The generous hospitality provided by Mr Matthews also ensured that every delegate left the conference with an enhanced sense of wellbeing! His staff were professional and helpful, providing every possible assistance to delegates. Together, they ensured that the conference was not only professionally valuable but also a thoroughly enjoyable event. The Maori staff deserve special mention for so warmly welcoming delegates to their land, and for providing a strong spirituality and a sense of history and culture.

The formal conference sessions consisted of four Agenda Items and three Specialist Workshops. As is now the APCCA tradition, Agenda Item One consisted of National Reports on Contemporary Issues in Corrections, with every delegation providing a presentation of around ten minutes to the full conference. The other three Agenda Items were 'Maintenance of Institutional Order', 'The Wellbeing of Correctional Staff' and 'Improving the Reintegration of Offenders into the Community'. These Agenda Items were discussed in concurrent break out groups, followed by reports from the facilitators and rapporteurs to the full conference. The Specialist Workshop topics were 'Effective Drug and Substance Abuse Treatment', 'Dealing with Prisoners with Mental / Medical Health Problems' and 'Alternatives to Custody'.

Over the past few years, APCCA has retained its traditions, which will always include a degree of formality and ceremony. However, we have also moved to develop our processes so that APCCA can become a less formal

but increasingly valuable forum for the forthright exchange of knowledge and ideas. The Auckland conference continued this trend. The Agenda Item and Workshop presentations tended to reflect the format suggested in the Conference Discussion Guide, so that the core themes were readily identifiable. The presentations were also assisted by helpful visual aids. These factors, combined with the skills of the facilitators, ensured lively discussion during both the concurrent Agenda Item sessions and the Specialist Workshops. All delegates felt free to offer their contributions and it was invaluable to listen to and reflect upon the different perspectives.

**“ The New Zealand conference will certainly remain in the minds of all delegates for many years to come.”**

Visits to correctional institutions have always been an integral part of APCCA conferences. Such visits complement the formal conference discussions and provide the best possible practical method for delegates to observe operations in other jurisdictions. For this conference, visits were conducted to the Auckland Region Women's Corrections Facility, the Spring Hill Corrections Facility (under construction) and the Auckland Central Remand Prison. These visits provided delegates with interesting practical insights into corrections in New Zealand and with numerous ideas to take home with them.

Since its inception, APCCA has played a valuable 'networking' role, helping to promote regional contact and stronger professional ties and relationships. At the Auckland conference, the Pacific Island nations developed a proposal to hold their own meeting of correctional administrators, with the first meeting likely to be held in the Solomon Islands. The aim of such a meeting would be to share ideas that are common to small island nations. It will also complement APCCA conferences in the sense that the Pacific Island nations may develop a 'common voice' on some of the APCCA Agenda Items and Workshop topics, so that even those nations who are unable to attend APCCA feel that they can still have some voice.

APCCA is in a strong position for the future. The Vietnamese delegation spoke about the impressive arrangements they are making for the 2007 conference in Hanoi, and we have offers to host the annual conferences through to 2012. The New Zealand conference will certainly remain in the minds of all delegates for many years to come.

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**Professor Neil Morgan, APCCA Rapporteur**

# FROM CRANES TO GRAINS

## INMATES DOING THEIR PART TO HELP LESS FORTUNATE

This particular type of bird posed no 'flight risk' for inmates. Instead, it provided them with the opportunity to contribute back to society. The 'Cranes to Grains' project encourages the spirit of giving through the simple activity of paper crane folding. Each paper crane folded can be exchanged for a bowl of rice donated to the poor and needy by sponsors. The South East Community Development Council (CDC), who developed the project approached grassroots, community, private organizations and public institutions to support the project.. in the end it had collected a total of 84,000 kgs of rice! Singapore Prison Service had also participated in this meaningful project by involving our inmates in the folding of the paper cranes. Between 6 December 2006 to 7 January 2007, more than 1000 offenders from Cluster A, Selarang Park DRC/ Prison, Changi Women's Prison and Kaki Bukit Centre folded over 100 000 paper cranes which translated to 10 000 kg of rice that was distributed to the poor and needy. To close the campaign, the paper cranes formed part of the decorations of a float for the chingay parade held on 24 February. They were given out to the audience along the parade route.

## DETERMINATION AND SATISFACTION

The offenders should be proud of their significant contribution which formed almost 12% of the total amount of cranes folded. According to them, it was not as simple as it seems. Doing it for long hours puts one's patience and determination to the test and 'David', a 25 year old offender shared, "In my dormitory, my friends and I sat in a circle and completed the folding of the paper cranes within 10 hours in a single day. Even though the work was tiring and back-breaking we did it for a good purpose and we are thankful for the rice we have indirectly contributed to the needy." Juan, a 20-year old offender who just completed his GCE "O" Level at KBC, related, "in the beginning, it took me 15 minutes to fold one crane, but after a few rounds of practice, coupled with my enthusiasm to earn more rice for the needy, my productivity improved tremendously. I derived a great sense of satisfaction in knowing that I could still help the needy while serving my impris-



onment." Prem, a 20 year old offender gave his thoughts on the significance of participating in the community project, "By being involved in this (project), we hope to change the perception that society has on us. We can be useful citizens and we are happy to contribute to society by helping the needy and less fortunate.



## INSIGHTS GAINED

'Wan', a 25- year old offender gained some valuable insights from his participation. He said, "I am always thinking of how I can contribute back to the society upon my release. When I heard about the project, I was impressed by the idea and grateful to be given this opportunity to serve the community while behind bars. Personally, I have gained a lot of insights from this experience. It is not about the generous things we do, but how we do little things with a generous heart." As our offender involved themselves and benefited from doing volunteer work and contributing back to society, it is hoped that the spirit of volunteerism will continue in them upon their release. As ex-offenders ask for a second chance from society, they must also show that they treasure the opportunities given to them. Volunteering for the 'Cranes to Grains' is a good example of how they were able to help the less fortunate and give back something to society. In an effort to inspire all to other offenders who did not have the opportunity to participate in the 'Cranes to Grains' project, the story will be shown via Prisons' in-house broadcast, News Behind Bars.

Singapore Prison Service

# THE DEPARTMENT OF CORRECTIONS' ADVISORY COUNCIL



The Advisory Committee

## Sirilawan Panmadee

### A VITAL PART FOR BETTER FUTURE

The Department of Corrections' Advisory Council has been established according to the Ministry of Justice Regulations to serve a crucial function as a policy adviser to the Department. The Council consists of 5 members from the Department itself, including the Director General, 3 Deputy Director Generals and the Director of Planning Division as a secretary; and another 20 members from other agencies. The latter group of members is selected from people outside of the department who have significant experience and recognised competence in various fields, such as criminal justice, economics, social sciences, academics and mass communication. The Council meetings take place regularly to provide a forum where the members with varied background can present their opinions on the policy, organizational management as well as how the Department could improve its performance. From January 2005 until June 2006, 7 meetings were held for an in-depth discussion on several contemporary issues on Thai corrections. Outcomes of the meeting is a set of recommendations made to the Department in nine aspects, ranging from prisoner management, human resource management to the promotion of public participation in offender rehabilitation and reintegration. On the advice of the council, the Department is able to set out an appropriate strategic direction for its organisation. Right from the start,

the Council has played an active role in bringing about improved efficiency and effectiveness of the Department's operations and will continue to guide the Department through the years ahead. More importantly, the Advisory Council represents a close collaboration between the Department and other public and private agencies. This partnership is of incalculable value since it draws more attention and support from the wider community into the Department which is vital for its mission to be a success.

Department of Corrections Thailand

“ Right from the start, the Council has played an active role in bringing about improved efficiency and effectiveness of the Department's operations and will continue to guide the Department through the years ahead.”

# WESTERN AUSTRALIA'S CORRECTIVE SERVICES PASS FIRST MAJOR MILESTONE

DEPARTMENT OF CORRECTIVE SERVICES, WESTERN AUSTRALIA

The Corrective Services staff in Western Australia have dealt with plenty of challenges over the past year as they worked towards implementing the wide-ranging recommendations of a government-initiated inquiry. The Mahoney inquiry was tabled in State Parliament in December 2005 after a series of high-profile custodial-related events initiated the examination of offender management in the State. February 2007, marks a year since the most significant recommendation of the inquiry was implemented – the creation of the Department of Corrective Services following the separation of the former Department of Justice. A year on and the Department of Corrective Services has made a solid start. Commissioner of Corrective Services Ian Johnson said the inaugural year had been focused on core issues that would build a solid foundation for future improvement and deliver better outcomes for staff and the community. These issues are integral to the Department's strategic plan 'Building the Foundation', which has four priority areas:

- Reform priority 1: Leadership, to provide strong leadership at all levels.
- Reform priority 2: A new department, to establish the Department on a foundation of effective governance and accountability.
- Reform priority 3: Professionalism, to embed high professional standards, integrity and compliance, and to develop a professional, proud and skilled workforce.
- Reform priority 4: Continuous improvement, to ensure an ongoing focus on continuous improvement and the effective management of community resources.

"To provide leadership throughout the organisation, we are building and developing the leadership capabilities of staff," said Mr Johnson. "We have appointed a new executive team, which comprises people with international corrections experience, to provide a strong leadership focus. "We have also introduced a 'Leaders Program' – now in its second intake – to develop leadership strengths throughout middle management," said Mr Johnson. "My aim is to build a workforce which is proud and professional." Much of the progress made

to date has been to develop a structure capable of supporting the changes. The creation of dedicated divisions is building the capacity and professionalism of the Department. The Professional Standards, Integrity and Compliance division incorporates the intelligence, investigation and reporting functions and is also tasked with encouraging staff to be responsible for all their actions to ensure high standards of professionalism and integrity in the Department.

"Other examples of achievements made under the foundation reforms include a record number of recruits finishing first-level prison officer training, and the recruitment of an additional 18 community corrections officers and 11 juvenile justice officers," said Mr Johnson. "From rolling out personal duress alarms and introducing a traineeship program for CJJ staff, to implementing a formal induction program for non-custodial personnel, this is a solid start."

**“ Commissioner of Corrective Services Ian Johnson said the inaugural year had been focused on core issues that would build a solid foundation for future improvement and deliver better outcomes for staff and the community.”**

Ian said the priorities for Western Australia's Department of Corrective Services for the next 12 months included: progressing reform of Western Australia's corrective services legislation through Parliament reviewing occupational safety and security of community-based staff developing an employee health and welfare strategy setting up a complaints administration centre and complaint management system recruiting more prison officers continuing to evaluate and improve prisoner programs evaluating and improving the classification system carrying out an 'in-reach' program to provide a seamless through-care program for offenders implementing a model for ongoing training of the Juvenile Custodial Services workforce adopting a needs-assessment tool to improve case management across Juvenile Custodial Services and Community Justice Services, particularly focused on Aboriginal youth improving regional training options.

Progress will continue throughout 2007 towards carrying out the remainder of the wide-ranging reform program.

Department of Corrective Services

