

Your Ref: [REDACTED]  
Our Ref: GIPA22 [REDACTED]

[REDACTED]

20 July 2023

Dear [REDACTED]

### Notice of Decision

1. On 29 November 2022, you applied for information on behalf of [REDACTED] from the Department of Communities and Justice NSW (the Department) under the *Government Information (Public Access) Act 2009* (GIPA Act).
2. You applied for access to the following Youth Justice NSW (YJNSW) records:
  1. *Details of any prior or subsequent complaints made in respect to physical abuse perpetrated by Officers at Orana including, but not limited to:*
    - a. *informal/ formal complaints*
    - b. *complaints to police or any other authority*
    - c. *incident reports, investigations, or interviews*
    - d. *Redress claims*
  2. *Policies and procedures in place at the relevant time with respect to the provision of discipline and segregation of children;*
  3. *Policies and procedures in place at the relevant time with respect to the recruitment of Officers;*
  4. *Policies and procedures in place at the relevant time with respect of reporting physical abuse;*
  5. *Policies and procedures in place at the relevant time with respect of the supervision of Officers;*
  6. *Map and/or diagram of Orana.*
3. You consented to a due date of 18 April 2023 for your application. I note that that due date has passed and sincerely regret the delay in processing your application.

### Decision

4. I am authorised by the principal officer of the Department, for the purposes of section 9(3) of the GIPA Act, to decide your access application. I have decided:
  - a. no records are held for some of the information you requested (section 58(1)(b));

- a. to provide access to some of the information (section 58(1)(a)); and
  - b. to refuse access to some of the information you have requested (section 58(1)(d) of the GIPA Act).
5. These are reviewable decisions under section 80 of the GIPA Act.

### **Searches for information**

6. Under section 53 of the GIPA Act, the Department must conduct reasonable searches as may be necessary to find any of the government information applied for that was held by the Department when the application was received, using the most efficient means reasonably available to the Department.
7. In response to your application, searches for relevant information were undertaken by Youth Justice Information Access unit, Youth Justice Operations unit, Youth Justice Security & Intelligence unit, Talent Acquisition unit, and Victim Services unit.
8. I am satisfied that reasonable searches for the information requested in the application have been undertaken in accordance with section 53 of the GIPA Act. Based on the information available to me, I am satisfied that all records that exist relevant to the application have been identified and provided to me for consideration.

### **The public interest test**

9. You have a legally enforceable right to access the information requested, unless there is an overriding public interest against disclosing the information (section 9(1) of the GIPA Act).
10. Section 5 of the GIPA Act establishes a presumption in favour of disclosure of government information unless there is an overriding public interest against disclosure.
11. The public interest balancing test for determining whether there is an overriding public interest against disclosure is set out in section 13 of the GIPA Act.
12. The general public interest consideration in favour of access to government information set out in section 12 of the GIPA Act means that this balance is always weighted in favour of disclosure.
13. Before deciding whether to release or withhold information, the Department must apply the public interest test and decide whether or not an overriding public interest against disclosure exists for the information.
14. I have made my decision in accordance with section 13 of the GIPA Act by:
  - Identifying relevant public interest considerations in favour of disclosure;
  - Identifying relevant public interest considerations against disclosure;
  - Attributing weight to each consideration for and against disclosure; and
  - Determining whether the balance of the public interest lies in favour of or against disclosure of the government information.
15. I have applied the public interest test in accordance with the principles set out in section 15 of the GIPA Act which are:
  - In a way that promotes the objects of the GIPA Act;
  - With regard to any relevant guidelines issued by the Information Commissioner;

- Without taking into account the fact that disclosure of information may cause embarrassment to, or a loss of confidence in, the Government (as that fact is irrelevant);
- Without taking into account the fact that disclosure of information might be misinterpreted or misunderstood by any person (as that fact is irrelevant); and
- With regard to the fact that disclosure cannot be made subject to any conditions on the use or disclosure of information.

#### **Public interest considerations in favour of disclosure**

16. Section 12(1) of the GIPA Act sets out a general public interest in favour of disclosing government information, which must always be weighed in the application of the public interest test. The Department may take into account any other considerations in favour of disclosure which may be relevant (section 12 (2)).
17. In my view, the following public interest considerations in favour of disclosure apply:
- The statutory presumption in favour of the disclosure of government information (section 5)).
  - The general right of the public to have access to government information held by agencies (section 9(1)).
  - Disclosure of the information could reasonably be expected to inform the public about the operations of YJNSW.

#### **Public interest considerations against disclosure**

18. The only public interest considerations against disclosure that can be considered are those set out in Schedule 1 and section 14 of the GIPA Act.
19. In order for the considerations against disclosure set out in the table to section 14 of the GIPA Act to be raised as relevant, the Department must establish that the disclosure of the information *could reasonably be expected to have the effect* outlined in the table.
20. The words “could reasonably be expected to” should be given their ordinary meaning. This requires a judgment to be made by the decision-maker as to whether it is reasonable, as distinct from irrational, absurd or ridiculous, to expect the effect outlined.
21. I find that the following public interest considerations against disclosure are relevant to your access application. I consider that the disclosure of the information requested could reasonably be expected to:

- a. prejudice the security, discipline or good order of any correctional facility (clause 2(h) of section 14).

Prejudice the security, discipline or good order of any correctional facility

22. Clause 2(h) of the table to section 14 of the GIPA Act provides:

*There is a public interest consideration against disclosure of information if disclosure of the information could reasonably be expected to... (whether in a particular case or generally):*

...

*(h) prejudice the security, discipline or good order of any correctional facility...*

23. This consideration is relevant to the release of the map/site plan(s) of Orana youth detention centre.
24. Orana youth detention centre is currently operational. The site plan(s) of Orana youth detention centre contains the layout of the centre and details of CCTV cameras including where they are placed.
25. I consider that release of the site plan(s) of Orana youth detention centre would allow individuals to gain knowledge of the layout and security measures of the centre, undertake detailed planning to impede the operations of the centre, and facilitate the commission of offences such as assault, the use of contraband, escape from detention and other activities which compromise the safety and security of the centre.
26. The disclosure of the layout and security measures of a secure area where detainees are housed would be detrimental to the core security functions of the correctional facilities. Therefore, I have apportioned heavy weight to this public interest consideration.

### **Balancing the public interest**

27. I have considered the relevant public interest considerations in favour of and against disclosure of the information you requested. I have placed considerable weight on the public interest considerations in favour of releasing information that could inform the general public about YJNSW and considered the general presumption in favour of the release of government information.
28. However, for the reasons discussed above, I have given heavy weight to the public interest consideration under clause 2(h) against the disclosure of some of the information.
29. On balancing the relevant considerations, I am satisfied that the public interest considerations against disclosure of some of the requested information outweigh the public interest considerations in favour of disclosure.
30. Whilst I recognise and consider the general public interest in favour of disclosure, the circumstances are such that there is greater weight to the considerations against the disclosure of some of the information responsive to your access application. Accordingly, I have decided that there is an overriding public interest against the disclosure of the site plan(s) of Orana youth detention centre.

### **No records held**

31. In response to paragraphs 1(a)-(c) of your request, there is no single database or central repository that contains such information.
32. In response to paragraph 1(d) of your request, the Victim Services unit conducted searches for [REDACTED] name and alias.
33. The result of these searches is that no records within paragraph 1(d) of your application were located.
34. Accordingly, I have decided that no records are held in relation to paragraph 1 of your application.

### **Review rights**

3. If you disagree with any of the decisions in this notice that are reviewable, you may seek a review under Part 5 of the GIPA Act. Before you do so, I encourage you to contact me to discuss your concerns.

4. You have three review options:
  - internal review by another officer of this agency, who is no less senior than me
  - external review by the Information Commissioner, or
  - external review by the NSW Civil and Administrative Tribunal (NCAT).
5. You have 20 working days from the date of this Notice to apply for an internal review.
6. If you would prefer to have the decision reviewed externally, you have 40 working days from the date of this Notice to apply for a review by the Information Commissioner or the NCAT.
7. Further information about your review rights can be located on the Information and Privacy Commission's website at <https://www.ipc.nsw.gov.au/fact-sheet-your-review-rights-under-gipa-act>.
8. You can also contact the IPC on freecall1800 IPC NSW (1800 472 679).

**Further information**

9. If you have any questions about this notice or would like any further information, please email me at [infoandprivacy@dcj.nsw.gov.au](mailto:infoandprivacy@dcj.nsw.gov.au).

Yours sincerely

*Doreen L*

**A/OGIP Advisor**

Open Government, Information and Privacy | Legal  
Department of Communities and Justice



**Juvenile Justice**  
Attorney General & Justice

**EXECUTIVE MEMORANDUM**

**TO:** Regional Directors  
Centre Managers  
Area Managers  
Executive Director, Court Logistics, Classification & Security Intelligence  
Manager, Learning and Development Unit

**FROM:** Executive Director State Wide Operations

**DATE:** 5 December 2013

**SUBJECT:** Reporting Segregation of detainees to NSW Ombudsman

In line with statutory requirements Juvenile Justice is only required to notify the NSW Ombudsman at the commencement of any segregation period exceeding 24 hours. Therefore centre staff are no longer required to:

- notify the Ombudsman of the completion of a segregation; or
- notify the Ombudsman of any segregation that is not of a continuous 24 hour period or more.

To ensure compliance with statutory reporting requirements the 'Segregation' and 'Detainee Risk Management Plan' procedures have been reviewed and updated.

**Segregation**

When segregation exceeds 24 hours the following actions must occur;

1. approval from the Executive Director State Wide Operations
2. a DRMP developed, and
3. NSW Ombudsman's Office notified by email ([custodialservices@ombo.nsw.gov.au](mailto:custodialservices@ombo.nsw.gov.au)) of the commencement only of the segregation.

**Detainee Risk Management Plan**

There is no statutory requirement to notify the NSW Ombudsman of the development of a DRMP; only of the commencement of segregation as described above. There is however a statutory requirement that a DRMP is 'subject to monitoring' by a psychologist.

The updated DRMP procedure now includes a defined 'centre psychologist role' and informs management of the steps that must be followed when the centre psychologist is not on duty or the position is vacant. Regions must ensure these steps are undertaken in the absence of the centre psychologist.

The current approval process for the development of a DRMP remains unchanged; any DRMP in place for more than 24 hours which includes any segregation periods, must be approved by the Executive Director State Wide Operations.

Please ensure all relevant staff read, understand and follow the updated Segregation and Detainee Risk Management Plans (DRMP) procedures published in the [Operations Manual](#). Please refer any enquiries to Kerry Miller on 9219 9615 or email: [Operations Unit](#).

Kevin Harris  
**Executive Director State Wide Operations**



## EXECUTIVE MEMORANDUM

**TO:** Regional Directors  
Centre Managers  
Manager, Learning and Development  
Executive Director, Court Logistics Classification and Security  
Intelligence

**CC:** Coordinator Employment Relations and Professional Conduct

**FROM:** Executive Director, State Wide Operations

**DATE:** 5 December 2015

**SUBJECT: Segregation Procedure**

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Segregation is used in order to protect the personal safety of that or any other detainee, or of any other person.

A detainee may only be segregated if they pose an immediate and unacceptable danger or risk of harm presented to themselves or others.

Segregation must be reported in CIMS and linked to at least one of the following:

- Misbehaviour
- Incident Report
- Detainee Risk Management Plan (DRMP)

All staff must understand and follow procedural directions in the updated Segregation Procedure.

If you have any further queries regarding segregation, please refer to the Operations Manual in the first instance, or contact the Operations Unit custody team.

Kevin Harris  
**Executive Director, State Wide Operations**

## Segregation

### When to use this procedure

Use this procedure when a detainee poses an immediate risk of danger to them self or others. A detainee may be segregated only when there is an immediate and unacceptable danger or risk of harm. Segregation is for the safety and protection of detainees and staff.

### Before using this procedure

Is this your first time using this procedure? See and understand:

- Duty of care
- Rules for segregation
- SupportPoint - CIMS online help
- [Section 19 of the Children \(Detention Centres\) Act 1987](#) allows the segregation of detainees for the personal safety of a detainee and/or others
- [Clause 10 of the Children \(Detention Centres\) Regulation 2015](#) provides the requirements to be met when Segregating detainees for protection

### Delegations for the approval of Segregation

Most senior officer on-site (in the absence of the Centre Manager)	up to 3 hours
Centre Manager	up to 12 hours
Regional Director	12 to 24 hours
Executive Director State Wide Operations	periods exceeding 24 hours

**Note:** Approval for Segregation must be obtained as soon as the immediate risk is contained and it is safe to do so.

### Start using this procedure

Your responsibilities

Find your role. Find what you need to do.

Role	When required	Responsibilities
All Employees	Always	All Employees <a href="#">steps</a>
Youth Officer	Always	All Employees <a href="#">steps</a>
Unit Manager	Always	Unit Manager <a href="#">steps</a>
Assistant Unit Manager / Shift Supervisor	in the absence of, or as directed by Unit Manager	Unit Manager <a href="#">steps</a>
Duty Manager	as the most senior officer on-site in the absence of Unit Manager	Duty Manager <a href="#">steps</a> Unit manager <a href="#">steps</a>
Team Leader Court Operations	as the most senior officer on-site	Duty Manager <a href="#">steps</a>
Assistant Manager (Client Services)	Always	Assistant Manager (CS) <a href="#">steps</a>
Assistant Manager (Generalist)	Always	Assistant Manager (G) <a href="#">steps</a>



Centre Manager	Always	Centre Manager <a href="#">steps</a>
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### Procedural steps

Role	Responsibilities
<b>All Employees</b>	<p>People you need:</p> <ul style="list-style-type: none"> <li>• Unit Staff</li> <li>• Unit Supervisor</li> <li>• Duty Manager</li> <li>• Justice Health &amp; Forensic Mental Health Network (JH&amp;FMHN) Clinician</li> <li>• Centre Psychologist / Counsellor</li> </ul> <p><b>Note:</b> The term 'Unit Supervisor' refers to the staff member who is in charge of the Unit at the time, which includes a Unit Manager, Assistant Unit Manager or Shift Supervisor.</p> <p><b>During risk or event</b></p> <p><b>Note:</b> Approval for Segregation must be obtained as soon as the immediate risk is contained and it is safe to do so.</p> <ol style="list-style-type: none"> <li>1. <b>Call for assistance</b></li> <li>2. <b>Direct</b> detainee to segregation where safe to do so</li> <li>3. <b>Assess</b> risks relating to use of force (<a href="#">Use of Force procedure</a>) if detainee refuses to follow staff instruction</li> <li>4. <b>Use</b> minimum physical force required to move or restrain detainees <b>ONLY</b> where absolutely necessary</li> <li>5. <b>Inform</b> Unit Supervisor immediately about segregating detainee and reasons why.</li> <li>6. <b>Inform</b> Unit Supervisor about the following; <ul style="list-style-type: none"> <li>• Any injuries</li> <li>• Safety concerns</li> <li>• Security concerns</li> </ul> </li> <li>7. <b>Request</b> approval for Segregation as soon as immediate risk is contained and it is safe to do so</li> <li>8. <b>Follow</b> medical directions of JHRN if medical assistance required</li> <li>9. <b>Assist</b> JHRN in applying first aid if required.</li> <li>10. <b>Search</b> detainee when instructed to do so by the Unit Supervisor, to reduce risks of harm to detainee/staff (<a href="#">Searching Detainees procedure</a>).</li> <li>11. <b>Notify</b> external agencies as directed</li> <li>12. <b>Complete</b> written reports as directed</li> <li>13. <b>Consult</b> with Unit Supervisor before finalising reports in CIMS</li> </ol> <p><b>Supervising Detainees during Segregation</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> supervision requirements with Unit Supervisor</li> <li>2. <b>Check</b> detainee alerts</li> <li>3. <b>Conduct</b> in-person checks of detainee at frequency determined by Unit Supervisor</li> <li>4. <b>Advise</b> Unit Supervisor immediately of any issues or concerns</li> <li>5. <b>Obtain</b> approval from Unit Supervisor prior to opening door for detainee in segregation</li> <li>6. <b>Never</b> open the door without another staff member present</li> <li>7. <b>Call</b> for assistance prior to entering the room, if there is an emergency</li> <li>8. <b>Record</b> all in-person checks in '<a href="#">Record of Checks</a>' Book</li> </ol>

	<p>9. <b>Obtain</b> approval from Unit Supervisor for movement before removing detainee from room</p> <p>10. <b>Ensure</b> at least two staff, including a supervisor are present before removing detainee from room for any reason</p> <p>11. <b>Contact</b> Unit Supervisor when you consider detainee no longer requires segregation</p> <p><b>After incident – electronic, written and verbal reports</b></p> <p>1. <b>Complete all reports</b>, as directed by your supervisor prior to completing shift, which may include:</p> <ul style="list-style-type: none"> <li>• brief details of incident in Unit Log Book</li> <li>• completing 'Record of Checks' Book</li> <li>• recording 'Use Of Force' when necessary</li> <li>• completing and submitting a staff incident report before leaving the centre on day of incident (CIMS)</li> <li>• Misbehaviour reports, where necessary (CIMS); and</li> <li>• any other relevant documentation, as directed before leaving the centre</li> </ul> <p><b>Note:</b> CIMS will automatically notify the NSW Ombudsman via email of any Segregation period which reaches 24 hours</p>
<p><b>Unit Manager</b></p>	<p>People you need:</p> <ul style="list-style-type: none"> <li>• Unit staff</li> <li>• Assistant Unit Manager/Shift Supervisor</li> <li>• Assistant Manager (Client Services)</li> <li>• Centre Manager</li> <li>• ETU principal</li> <li>• Justice Health Registered Nurse (JHRN)</li> </ul> <p>Note: The term 'Unit Supervisor' refers to the staff member who is in charge of the Unit at the time, which includes a Unit Manager, Assistant Unit Manager or Shift Supervisor.</p> <p><b>As Unit Supervisor responding to risk or event</b></p> <ol style="list-style-type: none"> <li>1. <b>Assess</b> risk of harm</li> <li>2. <b>Check</b> enough staff are present to prevent further incidents</li> <li>3. <b>Request</b> additional supervising staff to attend the area if required</li> <li>4. <b>Direct</b> staff to <i>use force ONLY</i> when determined necessary (<i>Use of Force procedure</i>)</li> <li>5. <b>Determine</b> if Segregation is required</li> <li>6. <b>Direct</b> supervising staff to segregate detainee, if no alternative exists</li> <li>7. <b>Inform</b> staff of required time frames for '<i>in-person</i>' room checks (<i>Supervision of Detainees</i>).</li> <li>8. <b>Immediately</b> attend to first aid and security issues.</li> <li>9. <b>Check</b> with detainee if they require medical assistance. If after-hours refer to the '<i>Contacting the Justice Health Nurse Medical Instruction</i>'</li> <li>10. <b>Inform</b> JHRN of any injuries (<i>Accident &amp; Injury procedure</i>)</li> <li>11. <b>Inform</b> centre psychologist / counsellor of any self harm attempt as soon as possible (<i>Self-Harm procedure</i>)</li> <li>12. <b>Inform</b> Duty Manager of             <ul style="list-style-type: none"> <li>• risk or event</li> <li>• location of staff</li> <li>• injuries sustained</li> </ul> </li> </ol>

- safety and/or security concerns

13. **Request** approval for detainee to remain in Segregation up to 3 hours- if required

**Note:** Approval for segregation must be obtained as soon as immediate risk is contained and it is safe to do so

14. **Direct** staff to search the detainee and holding room when it is determined safe to do so. It may not be safe to search detainee at start of segregation

15. **Direct** staff to remove any items which may impact on safety and/or security

16. **Inform** staff of supervision requirements for detainee, including frequency of in-person room checks

**Note:** Where possible the detainee should be placed in camera room, however this does not replace the need for actual physical checks.

[\(Supervision of Detainees Procedure\)](#)

#### **During Segregation**

1. **Assess** risk of harm
2. **Check** detainee's current risk, alerts and behaviour observations
3. **Check** correct approvals have been obtained
4. **Check** referrals are made to Justice Health Registered nurse / psychologist / counsellor / classification officer
5. **Obtain** advice from specialist staff (JH&FMHN, psychologist) and unit employees
6. **Review** recommended supervision requirements for detainee in segregation
7. **Follow Provision of mattresses and other non-fixed items to detainees in a confinement or segregation room procedure**, to ascertain safety and security requirements for providing items like reading/writing materials, bedding, refreshments, meals and cutlery
8. **Provide** advice to unit staff regarding supervision of detainee in segregation
9. **Check** [Record of Checks book \(JJA-055\)](#) is completed accurately, complying with legislation and agency guidelines
10. **Monitor** detainee's response to Segregation
11. **Maintain** contact with unit staff and respond to issues / concerns as they arise
12. **Direct** unit staff to remove detainee from Segregation as soon possible when determined safe to do so ([Risk Assessment](#))
13. **Refer** detainee to Client Services Meeting (CSM) for risk review
14. **Notify** ETU principal of pending risk review

#### **If contacted by Assistant Unit Manager/Shift Supervisor to extend segregation period:**

1. **Determine** immediate safety and security risks detainee poses
2. **Obtain** advice from specialist staff (JHRN, psychologist) and unit staff
3. **Review** recommended supervision requirements for detainee in segregation
4. **Contact** Duty Manager / Centre Manager to inform of safety and security concerns
5. **Request** approval from Centre Manager to approve extension of Segregation

6. **Provide** supervision instructions and additional support to manage detainee during ongoing segregation period

**If segregation period is likely to exceed 6 hours:**

1. **Provide** information to Centre Manager relating to any strategies implemented. Include any proposed strategies for managing detainee and/or identified risks
2. **Inform** Centre Manager of any safety / security concerns for detainee, centre and/or others
3. **Seek** approval to extend segregation period beyond 6 hours if necessary
4. **Participate** in development of *Detainee Risk Management Plan (DRMP)* when Segregation exceeds 12hours and is considered likely to exceed 24 hours
5. **Refer** to Detainee Risk Management Plan procedure if approval is given to extend segregation period over 24 hours

**Note:** CIMS will automatically notify the NSW Ombudsman via email of any Segregation period which reaches 24 hours.

**Following Segregation**

1. **Direct** staff to exclude detainee from any medium/high risk programs until Risk Assessment completed
2. **Provide** unit staff with supervision instructions
3. **Check** detainee alerts are reviewed and added/alterd if required
4. **Check** ETU, JH&FMHN, psychologist/counsellor and classification officer aware of detainee's segregation and pending Risk Review
5. **Check** Ombudsman notifications
6. **Refer** detainee to CSM for Risk Review
7. **Convene** a meeting of all relevant parties to review risk if CSM not scheduled and detainee will be disadvantaged
8. **Participate** in Risk Review/s

**Electronic and written reports**

1. **Direct** employees to complete all required documentation, including;
  - Unit Log book
  - Detainee points/progress observations
  - Record of checks
  - Segregation (CIMS)
  - Misbehaviour Reports,(CIMS) where applicable
  - Incident Reports, (CIMS) where applicable
  - Use of Force reports where applicable

**Recording commencement and finalisation of Segregation in CIMS**  
**Commencement**

1. **Refer** to Support Point for CIMS online help
2. **Add** /create new Segregation record
3. **Enter** all details, including:
  - Description of the risk
  - Activity/resources
  - Record of checks details
  - Related details (link to misbehaviour/Incident/DRMP)
4. **Print** 'Record of Segregation' report when required for:

	<ul style="list-style-type: none"> <li>• detainee to sign consent to remain in room if asleep</li> </ul> <p><b>Finalisation</b></p> <p>1. <b>Enter</b> time and date details immediately after detainee is removed from Segregation</p> <p><b>Note:</b> Failure to enter time and date immediately after segregation ends, may result in a false notification being forwarded to the NSW Ombudsman</p>
<p><b>Duty Manager, Team Leader Court Operations</b></p>	<p>People you need:</p> <ul style="list-style-type: none"> <li>• Centre Manager</li> <li>• Unit Supervisor</li> </ul> <p><b>Initial Segregation for a period of up to 3 hours</b></p> <p><b>Note:</b> In the absence of the Centre Manager, Segregation - up to 3 hours may be approved by the most senior officer on-site</p> <ol style="list-style-type: none"> <li>1. <b>Obtain</b> advice from the Unit Supervisor, regarding:             <ul style="list-style-type: none"> <li>• reason for segregation</li> <li>• location of staff</li> <li>• location of detainees</li> <li>• injuries sustained</li> <li>• safety and/or security concerns</li> </ul> </li> <li>2. <b>Assess</b> risk of harm</li> <li>3. <b>Consult</b> with Unit Supervisor about safety and security concerns</li> <li>4. <b>Consider</b> advice obtained from specialist staff and unit staff</li> <li>5. <b>Determine</b> immediate safety and security risks the detainee poses</li> </ol> <p><b>As most senior officer on-site:</b></p> <ol style="list-style-type: none"> <li>1. <b>Determine</b> if detainee should remain in Segregation due to risk of harm to self and/or others</li> <li>2. <b>Provide</b> approval for initial segregation, up to 3 hours</li> <li>3. <b>Review</b> recommended supervision requirements for detainee in segregation</li> <li>4. <b>Provide</b> supervision instructions</li> <li>5. <b>Complete</b> approval section of Record of Segregation (Support Point - CIMS online help)</li> <li>6. <b>Notify</b> Centre Manager of approval for Segregation</li> <li>7. <b>Monitor</b> detainee's response to Segregation</li> <li>8. <b>Direct</b> Unit Supervisor to remove detainee from Segregation as soon as possible when considered safe to do so</li> </ol> <p><b>As Duty Manager NOT the most senior officer on-site:</b></p> <ol style="list-style-type: none"> <li>1. <b>Provide</b> advice regarding request for Segregation, including:             <ul style="list-style-type: none"> <li>• risk of harm</li> <li>• safety and security concerns</li> <li>• advice obtained from specialist staff and unit staff</li> </ul> </li> <li>2. <b>Request</b> approval from the most senior officer on-site</li> </ol> <p><b>Recording commencement and finalisation of Segregation in CIMS</b></p> <p><b>Commencement</b></p> <ol style="list-style-type: none"> <li>1. <b>Refer</b> to Support Point for CIMS online help</li> </ol>

	<ol style="list-style-type: none"> <li>2. <b>Add</b> /create new Segregation record</li> <li>3. <b>Enter</b> all details, including: <ul style="list-style-type: none"> <li>• Activity/resources</li> <li>• Record of checks details</li> <li>• Related details (link to Misbehaviour/Incident/DRMP)</li> </ul> </li> <li>4. <b>Print</b> 'Record of Segregation' report when required for: <ul style="list-style-type: none"> <li>• detainee to sign consent to remain in room if asleep</li> <li>• sending notification to Ombudsman</li> </ul> </li> <li>5. <b>Enter</b> approval details</li> <li>6. <b>Nominate</b> Centre Manager, Regional Director and the Executive Director State Wide Operations as soon as practical when Segregation will be extended</li> </ol> <p><b>Note:</b> CIMS will automatically notify the NSW Ombudsman via email of any Segregation period which reaches 24 hours</p> <p><b>Finalisation</b></p> <ol style="list-style-type: none"> <li>2. <b>Enter</b> time and date details immediately after detainee is removed from Segregation</li> </ol> <p><b>Note:</b> Failure to enter time and date immediately after segregation ends, may result in a false notification being forwarded to the NSW Ombudsman</p>
<p><b>Assistant Manager (CS)</b></p>	<p>People you need:</p> <ul style="list-style-type: none"> <li>• Unit Supervisor</li> <li>• Centre Manager</li> <li>• JH&amp;FMHN Clinician</li> <li>• ETU principal</li> </ul> <p><b>Following Segregation:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> ETU principal has been informed of risk</li> <li>2. <b>Review</b> detainee at next Client Support Meeting (CSM) to monitor their progress and/or concerns associated with reason/s detainee was segregated</li> </ol> <p><b>If detainee poses immediate risk to self and others and segregation period will continue beyond 24 hours:</b></p> <ol style="list-style-type: none"> <li>1. <b>Develop</b> Detainee Risk Management Plan</li> <li>2. <b>Follow</b> <a href="#">Detainee Risk Management Plan procedure</a></li> </ol> <p><b>Written reports</b>  <b>As the Approving Manager in charge of the unit in which the incident occurred,</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> all reports are completed accurately and timely manner, including; <ul style="list-style-type: none"> <li>• Unit Log book</li> <li>• Detainee points/progress observations</li> <li>• Record of checks book</li> <li>• Search register</li> <li>• Use of Force</li> </ul> </li> <li>2. <b>Check CIMS</b> reports <ul style="list-style-type: none"> <li>• Segregation (SupportPoint for CIMS online help)</li> <li>• Misbehaviour, as required (SupportPoint for CIMS)</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Incident, as required (CIMS)</li> </ul> <p>3. <b>Refer</b> to SupportPoint CIMS online help</p>
<p><b>Assistant Manager (G)</b></p>	<p>People you need:</p> <ul style="list-style-type: none"> <li>• Unit Supervisor</li> <li>• Maintenance staff</li> </ul> <p><b>After risk or event - security</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> staff follow appropriate security procedures</li> <li>2. <b>Provide</b> all relevant information and participate in detainee's Risk Assessment</li> </ol> <p><b>Written reports</b></p> <p>As Approving Manager in charge of the unit in which the risk or event occurred</p> <ol style="list-style-type: none"> <li>1. <b>Check</b> all reports are completed accurately and timely manner, including; <ul style="list-style-type: none"> <li>• Unit Log book</li> <li>• Detainee points/progress observation forms</li> <li>• Use of Force</li> <li>• Record of checks book</li> <li>• Search register</li> </ul> </li> <li>2. <b>Check</b> CIMS reports <ul style="list-style-type: none"> <li>• Segregation (SupportPoint for CIMS online help)</li> <li>• Misbehaviour, as required (SupportPoint for CIMS online help)</li> <li>• Incident, as required</li> </ul> </li> <li>3. <b>Refer</b> to SupportPoint CIMS online help</li> <li>4. <b>Check</b> CIMS notes</li> </ol>
<p><b>Centre Manager</b></p>	<p>People you need:</p> <ul style="list-style-type: none"> <li>• Unit Supervisor</li> <li>• Duty Manager</li> <li>• Assistant Manager</li> <li>• Regional Director</li> <li>• Executive Director State wide Operations</li> </ul> <p><b>Initial Segregation for a period up to 3 hours</b></p> <ol style="list-style-type: none"> <li>1. <b>Obtain</b> advice from Duty Manager/Unit Supervisor, regarding: <ul style="list-style-type: none"> <li>• event</li> <li>• location of staff</li> <li>• location of detainees</li> <li>• injuries sustained</li> <li>• safety and/or security concerns</li> </ul> </li> <li>2. <b>Assess</b> risk of harm</li> <li>3. <b>Consider</b> advice obtained from clinical and unit employees</li> <li>4. <b>Determine</b> immediate safety and security risks the detainee poses</li> <li>5. <b>Determine</b> if Segregation is required due to risk of harm to self and/or others</li> <li>6. <b>Provide</b> approval for initial Segregation, up to three (3) hours</li> <li>7. <b>Provide</b> supervision instructions</li> <li>8. <b>Direct</b> Unit Supervisor to initiate Segregation record in CIMS</li> <li>9. <b>Direct</b> Unit Supervisor to remove detainee from Segregation as soon</li> </ol>

as possible when considered safe to do so

**Approving continuation of Segregation over 3 hours:**

1. **Assess** risk of harm
2. **Consult** with Unit Supervisor / Duty Manager about safety and security concerns before agreeing to extend Segregation
3. **Consider** advice obtained from clinical and unit employees
4. **Determine** immediate safety and security risks detainee poses
5. **Review** recommended supervision requirements for detainee in segregation
6. **Provide** supervision instructions and additional support to manage detainee during ongoing segregation period/s
7. **Enter** approval details in CIMS (SupportPoint CIMS online help)

**If segregation period is likely to exceed 6 hours:**

1. **Inform** Regional Director of Segregation reasons, including concerns for detainee, centre and others safety and/or security
2. **Seek** approval to extend segregation period beyond 12 hours if necessary
3. **Obtain** direction from Regional Director regarding reviews of segregation
4. **Direct** Assistant Manager/ Duty Manager to initiate development of Detainee Risk Management Plan (DRMP) before Segregation extends beyond 12 hours
5. **Refer** to Detainee Risk Management Plan procedure if approval is given to extend segregation period over 24 hours

**After incident electronic (CIMS) reports**

1. **Check** CIMS for notifications daily
2. **Update** Segregation approval/s (CIMS)
3. **Review** Incident reports (CIMS)
4. **Review** Misbehaviour reports (CIMS)
5. **Review** DRMP (CIMS)

**Recording Segregation in CIMS**

1. **Refer** to SupportPoint for CIMS online help
2. **Select** segregation record
3. **Check** all details, including;
  - activity / resources
  - record of checks details
  - related details (Link to Misbehaviour, incident, DRMP)
4. **Enter** approval details
5. **Nominate** Regional Director and Director Operational Standards and Compliance as soon as practical when Segregation will be extended.

**Note:** approvals can be entered in CIMS out of sequence, provided approval officers have been nominated

**Related Procedures**

- Detainee Risk Management Plans (DRMP)
- Incentive Scheme
- Misbehaviour
- Use of Force



### Related Legislation

- CHILDREN(DETENTION CENTRES) ACT 1987
  - Sect 3 definitions
  - Part 4 Objects of the Act
  - Sect 16 Separation
  - Sect 19 Segregation
- CHILDREN (DETENTION CENTRES) REGULATION 2015
  - CI 8 Health & Medical Attention
  - CI 9 Maintenance & Wellbeing of Detainees
  - CI 10 Segregation
  - CI 19 Access to Programs

### Change log

Date	Reason for change	Details of change
1 September 2009	All Juvenile Justice Centre Procedures have been changed to reflect the staffing restructure within Juvenile Justice Centres.	The position of Unit Coordinator has been deleted and replaced with Shift Supervisor or Assistant Unit Manager.
16 February 2010	Instruments of Delegation (02.02.10)	Amendments in delegation for approving officers
13 September 2010	review and amendments to simplify procedure	re-wording for clarification between when to use Separation and Segregation. Issued a single Detainee Risk Management Plan for use with all segregation over 24hours.
13 September 2010	Instruments of Delegation	Amendments in delegation for approving officers
30 July 2012	removed DRMP from Segregation procedure	updated Segregation procedure.created new DRMP procedure
27 September 2012	corrected Segregation procedure to comply with legislation	Initial Segregation up to three (3) hours must be approved by centre manager or most senior officer on-site.
4 October 2013	SEgregation module released in CIMS	CIMS electronic reporting of Segregation included in procedure.
10 December 2013	Notification to NSW Ombudsman when Segregation approved to extend beyond 24 hours	Procedure updated, notify Ombudsman and initiate DRMP when Segregation reaches 24 hours.
December 2014	Feedback from Centre Managers Meeting	Terminology clarified as in response to Risk or Event
October 2015	Notification to Ombudsman	CIMS automatic notification to NSW Ombudsman for segregation 24hrs or more



## EXECUTIVE MEMORANDUM

**TO:** Regional Directors  
Centre Managers

**FROM:** Deputy Chief Executive (Operations)

**DATE:** 17 January 2012

**SUBJECT:** Misbehaviour Procedure.

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The Misbehaviour Procedure has been reviewed and updated in line with the CIMS release of the Misbehaviour Module.

The new procedure outlines the changes in the recording of misbehaviour from written to electronic form.

An emphasis has been placed on the completion of misbehaviour in the roles of the Unit Manager and/or Assistant Managers, with the addition of a section on 'Endorsing Misbehaviour Report'. Completion of the report ensures compliance with the integrity and quality assurance of the process.

An issue of concern became apparent during a review of the release of the misbehaviour module. Review periods are being indicated for confinement; however outcomes of the reviews are very often not indicated in the section provided. This therefore provides incomplete information for monthly reports regarding the length of time in confinement.

The endorsement of a misbehaviour report by a Unit Manager and/or Assistant Manager ensures that all sections of reports are completed.

Please ensure all relevant staff are aware of and comply with procedure instructions.

Please direct any queries to Kerry Miller on (02) 9219 9615 or Joanne van Beek on (02) 9219 9532.

Valda Ruis  
**Deputy Chief Executive (Operations)**

## Misbehaviour

### When to use this procedure

Use this procedure when a detainee displays behaviour which is inappropriate or improper and warrants a consequence or punishment imposed.

### What is Misbehaviour?

Misbehaviour may be described as inappropriate or improper behaviour that warrants a consequence or punishment.

Before referring for Misbehaviour, determine that:

- Staff have given reasonable opportunity for detainee to stop/change behaviour, **and**
- Detainee does not respond to staff intervention and guidance

### Before using this procedure

- Is this your first time using this procedure? Read and understand:
- [Duty of care](#)
- [Inquiry & decisions guidelines](#)
- [Misbehaviour definitions](#)
- [Police Referral and Investigation](#)
- [Misbehaviour referred to the Children's Court](#)
- [Detainee Behaviour Intervention Framework Chart](#)

There are prescribed punishments for misbehaviour outlined in [section 21\(1\) of the Children \(Detention Centres\) Act 1987](#).

<b><i>Punishment</i></b>	<b>For a period</b>	<b>Delegation</b>
<b><i>Caution</i></b>	Not applicable	Assistant Unit Manager or Shift Supervisor
<b><i>Restriction in participation in sports activities</i></b>	Not exceeding 4 days	Shift Supervisor/ Assistant Unit Manager / Unit Manager
	Not exceeding 7 days	Centre Manager
	Any period exceeding 7 days	Regional Director
<b><i>Restriction in participation from leisure activities</i></b>	Not exceeding 4 days	Shift Supervisor/ Assistant Unit Manager / Unit manager
	Not exceeding 7 days	Centre Manager
	Any period exceeding 7 days	Regional Director
<b><i>Additional Duties, being duties of a constructive nature designed to promote the welfare of detainee.</i></b>	Not exceeding 7 days	Shift Supervisor / Assistant Unit Manager
<b><i>Exclusion from a place</i></b>	Not exceeding 3 hours under 16 years	Shift Supervisor / Assistant Unit

	of age	Manager
	Not exceeding 12 hours over 16 years of age	Unit Manager
<b>Confinement to a place</b> When a punishment determination is made relating to confinement the appropriate delegated officer must approve confinement period.	For detainee under 16 years:	
	Not exceeding 3 hours	Shift Supervisor/Assistant Unit Manager
	Not exceeding 6 hours	Assistant Manager or Unit Manager
	Not exceeding 12 hours	Centre Manager (only)
	For detainee over 16 years:	
	Not exceeding 12 hours	Shift Supervisor / Assistant Unit Manager
	Not exceeding 18 hours	Assistant Manager or Unit Manager
	Not exceeding 24 hours	Centre Manager (only)

**Start using this procedure**

Find your role. Find what you need to do.

Role	When required	Responsibilities
All Employees	Always, as the Reporting Officer	All Employee <a href="#">steps</a>
Assistant Unit Manager	In the absence of the Unit Manager- as the Inquiry Officer	Unit Manager <a href="#">steps</a>
Shift Supervisor	In the absence of Unit Manager - as the Inquiry Officer	Unit Manager <a href="#">steps</a>
Unit Manager	Always	Unit Manager <a href="#">steps</a>
Duty Manager	In the absence of Unit Manager, In the absence of the Assistant Manager	Unit Manager <a href="#">steps</a> Assistant Manager (G)

	(G)	<a href="#">steps</a>
Assistant Manager (G)	Always	Assistant Manager (G) <a href="#">steps</a>
Assistant Manager (CS)	Always	Assistant Manager (CS) <a href="#">steps</a>
Centre Manager	Always	Centre Manager <a href="#">steps</a>
Admissions Officer	Always, as directed following Serious Misbehaviour	Admissions Officer <a href="#">steps</a>

### Procedural steps

Role	Responsibilities
<b>All Employees</b>	<p><b>As the Reporting Officer</b> If you witnessed detainee's misbehaviour, made attempts to correct behaviour and will be responsible for reporting behaviour to a senior officer you are the Reporting Officer.</p> <p><b>Reporting Misbehaviour</b> People you need:</p> <ul style="list-style-type: none"> <li>• Unit Supervisor</li> <li>• Reporting Officer (if not Juvenile Justice staff)</li> </ul> <p>The term ' Unit Supervisor' refers to the staff member who is in charge of the unit at the time, which includes a Unit Manager, Assistant Unit Manager or Shift Supervisor.</p> <p><b>When you have observed inappropriate detainee behaviour</b></p> <ol style="list-style-type: none"> <li>1. <b>Intervene</b> and <b>speak</b> to detainee</li> <li>2. <b>Direct</b> detainee to cease inappropriate behaviour</li> <li>3. <b>Advise</b> detainee of possible consequences for continuing with the inappropriate behaviour</li> <li>4. <b>Contact</b> and <b>inform</b> Unit Supervisor of detainee behaviour witnessed and interventions taken</li> <li>5. <b>Follow</b> directions of Unit Supervisor for managing the behaviour</li> <li>6. <b>Complete</b> a Misbehaviour Report when directed by Unit Supervisor (CIMS)</li> <li>7. <b>Record</b> event in detainee's Case note if Unit Supervisor decides no further action will be taken (Behaviour-CIMS).</li> <li>8. <b>Enter</b> details of behaviour and response to intervention on Progress &amp; Points/Observation form</li> </ol> <p><b>Completing Misbehaviour Report (CIMS)</b></p> <ol style="list-style-type: none"> <li>1. <b>Obtain</b> directions for completing Misbehaviour report on CIMS from Unit Supervisor.</li> <li>2. <b>Refer</b> to Support Point (CIMS) for directions when necessary.</li> <li>3. <b>Initiate</b> CIMS Misbehaviour report.</li> <li>4. <b>Enter</b> misbehaviour details including: <ul style="list-style-type: none"> <li>• date / time</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• location</li> <li>• reporting officer name</li> </ul> <ol style="list-style-type: none"> <li>5. <b>Complete</b> reporting officer statement including;             <ul style="list-style-type: none"> <li>• names</li> <li>• clear description of events leading up to &amp; during misbehaviour</li> <li>• staff interventions / warnings</li> </ul> </li> <li>6. <b>Recommend</b> appropriate punishment</li> <li>7. <b>Print</b> misbehaviour report <b>provide</b> misbehaviour report to Unit Supervisor</li> <li>8. <b>Participate</b> in inquiry process</li> </ol> <p><b>Note:</b> When the reporting officer is an external agency staff member, a Juvenile Justice employee may be directed to add the misbehaviour report on CIMS.</p>
<p><b>Admissions Officer</b></p>	<p><b>Procedure for Misbehaviour dealt with by Children’s Court (serious misbehaviour)</b></p> <p>This only applies to detainees on a Control Order who commit a Misbehaviour as defined in <i>Children (Detention Centres) Regulation 2015, Division 3: Misbehaviour dealt with by the Children’s Court,</i></p> <p>People you need:</p> <ul style="list-style-type: none"> <li>• Assistant Manager (G)</li> <li>• Unit Manager</li> </ul> <ol style="list-style-type: none"> <li>1. <b>Obtain</b> outcome of Children’s Court Hearing</li> <li>2. <b>Update</b> CIMS Legal Orders (Justice Link)</li> <li>3. <b>Notify</b> Assistant Manager (CS) with details of updated Legal Order</li> <li>4. <b>Notify</b> Unit Manager with details of updated Legal Order</li> </ol>
<p><b>Unit Manager</b></p>	<p><b>In the role of: Inquiry Officer</b></p> <p>A Reporting Officer <b>cannot</b> be the Inquiry Officer.</p> <p><b>Immediately following inappropriate behaviour</b></p> <p>People you need</p> <ul style="list-style-type: none"> <li>• Unit Employees</li> <li>• Reporting Officer</li> <li>• Duty Manager</li> </ul> <ol style="list-style-type: none"> <li>1. <b>Listen</b> to verbal report from reporting officer</li> <li>2. <b>Attend</b> area as soon as possible</li> <li>3. <b>Determine</b> immediate action/response required (<i>Risk based decision making</i>)</li> <li>4. <b>Advise</b> and support all employees during event</li> <li>5. <b>Remove</b> detainee from the area to de-escalate behaviour if possible</li> <li>6. <b>Check</b> the supervision level of remaining detainees not involved in misbehaviour and <b>remove</b> detainees not engaged in event if required</li> <li>7. (<i>Supervision of Detainees</i>)</li> <li>8. <b>Return</b> unit to normal routines as soon as practicable</li> <li>9. <b>Arrange</b> for additional employees (from another area) if required</li> <li>10. <b>Contact</b> Duty Manager to arrange approval of additional employees if required</li> <li>11. <b>Determine</b> if event constitutes:             <ul style="list-style-type: none"> <li>• Misbehaviour</li> <li>• Incident, or</li> <li>• Serious Misbehaviour</li> </ul> </li> <li>12. <b>Determine</b> if Misbehaviour report is required</li> </ol>

13. **Direct** Reporting Officer to complete Misbehaviour Report where necessary (CIMS)
14. **Determine** if Police Action required (*Incident Reporting Policy*)
15. **Follow** appropriate *Incident Procedures* where appropriate (*Assault, etc*)
16. **Refer** 'Serious Misbehaviour' to Assistant Manager/ Duty Manager

**Note:** If Detainee behaviour is managed by Police charge or referral to Children's Court (*Serious Misbehaviour*) no further punishment can be imposed, Misbehaviour is deemed complete.

#### **Inquiry into Misbehaviour & Decision**

In instances where the Inquiry Officer witnessed the misbehaviour another independent staff member is also required to be included in the inquiry process.

People you need:

- Detainee
- Unit Employees
- Duty Manager
- Reporting Officer
- Independent staff member

1. **Read** misbehaviour report submitted by Reporting Officer
2. **Clarify** details of report with reporting officer
3. **Collect** evidence to assist inquiry
4. **Check** previous misbehaviours & punishments where applicable
5. **Record** reason for delay in inquiry where necessary
6. **Determine** if force was used or if the detainee was physically active and may have sustained an injury during the misbehaviour
7. **Ask** the detainee if they are hurt and need to see the nurse (offer of medical assistance), if it was determined force was used or the detainee's actions may have caused an injury
8. **Record** response in appropriate section on misbehaviour report if applicable
9. **Allow** detainee to read report for themselves, or read the report aloud if requested or necessary
10. **Provide** an interpreter for detainee when required
11. **Discuss** the misbehaviour report with the detainee
12. **Ask** the detainee if they agree with detail in report and if they believe they are guilty or not guilty
13. **Ask** detainee to write a statement in response to report or **write** the statement for the detainee in their own detainee's words, if detainee cannot write his/her own statement
14. **Enter** name/date and sign statement as a true account of detainee's words

#### **If detainee refuses to make statement**

1. **Note** detainee's refusal to sign in statement section of misbehaviour report
2. **Enter** your name/date and sign statement as a true account of detainee's refusal to sign

#### **When detainee pleads GUILTY or is found GUILTY**

1. **Negotiate** appropriate action with detainee & reporting officer
2. **Consider** recommended punishment and/or other actions. Eg; referral to program/counselling
3. **Determine** appropriate actions/punishments required
4. **Check** delegation to approve punishments
5. **Refer** to Duty Manager before initiating punishment if delegation

	<p>exceeds your authority.</p> <ol style="list-style-type: none"><li>6. <b>Determine</b> punishment review periods</li><li>7. <b>Inform</b> detainee of punishments and other actions</li><li>8. <b>Inform</b> detainee of review period</li><li>9. <b>Explain</b> expectations to detainee to enable a successful review</li><li>10. <b>Inform</b> unit staff of determinations</li><li>11. <b>Inform</b> unit staff of supervision requirements</li><li>12. <b>Ensure</b> detainee undertakes punishment and/or other actions</li><li>13. <b>Make referrals</b> as determined necessary</li><li>14. <b>Refer</b> to <i>CIMS process</i> for updating outcomes</li><li>15. <b>Refer</b> to <i>Detainee Risk Management Plan</i> process where necessary</li><li>16. <b>Direct</b> staff to note event in Unit Log, including Misbehaviour detail &amp; Outcome</li></ol> <p><b>When detainee <i>pleads</i> NOT GUILTY</b></p> <ol style="list-style-type: none"><li>1. <b>Allow</b> detainee to present further evidence and ask questions</li><li>2. <b>Clarify</b> understanding of detainee and staff</li><li>3. <b>Question</b> other staff or detainees for further information if necessary</li><li>4. <b>Consider</b> all evidence</li><li>5. <b>Determine</b> if detainee is 'guilty', 'not guilty' or if 'no determination' based on evidence</li><li>6. <b>Inform</b> detainee of outcome</li><li>7. <b>Inform</b> staff of outcome</li></ol> <p><b>If detainee <i>found</i> 'NOT GUILTY'</b></p> <ol style="list-style-type: none"><li>1. <b>Determine</b> if any further action required</li><li>2. <b>Advise</b> detainee and unit employees of outcome</li><li>3. <b>Notify</b> Duty Manager if you have further concerns</li><li>4. <b>Record</b> outcome in CIMS</li></ol> <p><b>If there is insufficient evidence to make determination</b></p> <ol style="list-style-type: none"><li>1. <b>Follow</b> appropriate behaviour intervention responses</li><li>2. <b>Determine</b> if any further response / action required</li><li>3. <b>Inform</b> detainee and unit employees staff of outcomes</li><li>4. <b>Record</b> outcome in CIMS</li></ol> <p><b>Review of Punishment</b></p> <p>Reviews can be an effective tool when a detainee is resistant to a punishment (at the time he or she is informed of the punishment decision). Depending on the type and duration of the punishment, punishment decisions should be reviewed. Reviewing a lengthy punishment will often assist in alleviating problematic or undesirable behaviour.</p> <ol style="list-style-type: none"><li>1. <b>Determine</b> a review period where applicable</li><li>2. <b>Advise</b> detainee of review period</li><li>3. <b>Inform</b> detainee of behaviour expectations during punishment</li><li>4. <b>Negotiate</b> with detainee for agreement to comply</li><li>5. <b>Advise</b> unit employees of review period</li><li>6. <b>Direct</b> unit employees to complete observation records during punishment (confinement)</li><li>7. <b>Discuss</b> detainee's behaviour during period the punishment is imposed with unit employees</li><li>8. <b>Check</b> for any evidence of further problematic behaviour</li><li>9. <b>Inform</b> detainee of any information relevant to your decision regarding the review</li></ol>
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10. **Determine** if punishment can cease
11. **Determine** if a further review is required or original punishment needs to continue.
12. **Inform** detainee and unit employees of your decision.
13. **Record** decision in Inquiry and Decision section of Misbehaviour (CIMS)
14. **Direct** unit employees to record decision and outcome of review in Unit Log book.

#### **Punishment complete**

1. **Record** decision in Inquiry and Decision section of Misbehaviour (CIMS)
2. **Check** Misbehaviour Report is complete.
3. **Follow** up any missing information.
4. **Update** punishment complete details in CIMS
5. **Check** detainee receives a copy of report
6. **Include** discussion of misbehaviour at Client Assessment Meeting (CAMS) with detainee
7. **Discuss** misbehaviour in CSM if applicable.

#### **CIMS Inquiry, Decision & Approval process**

Inquiry Officer must **NOT** be the Reporting Officer

1. **Review** detail entered by Reporting Officer
2. **Determine** if inquiry needs to be delayed for any reason
3. **Enter** commencement date/time in CIMS
4. **Answer** Delay / Suspend YES/NO
5. **Enter** Delay / Suspend reason when inquiry delayed

#### **Inquiry screen detail**

Following the inquiry into misbehaviour & decision making process

1. **Complete** inquiry detail in CIMS, including;
  - Additional evidence presented
  - Serious misbehaviour YES/NO
  - Misbehaviour type
  - Determination
  - Reason for determination (evidence)
  - Inquiry officer detail
  - Any independent officer details
  - Details of any additional staff / detainees involved in inquiry
  - Scanning of staff / detainee statement into CIMS
2. **Add** details of offer of medical assistance to detainee in comments section, if applicable, including:
  - type of concern identified by employees (If applicable)
  - if detainee was offered medical assistance
  - detainee's response
  - if a referral was made to JH&FMHN (if applicable)
  - date/ time of referral to JH&FMHN (if applicable)
  - response form JH&FMHN (if applicable)

**Note:** If serious misbehaviour 'YES' is selected, the CIMS process is complete and manual process **must** be followed. If the Detainee behaviour is managed by Police charge or referral to Children's Court (Serious Misbehaviour) no further punishment may be imposed, Misbehaviour is deemed complete.

### **Decision screen detail**

1. **Update** decision details, including:
  - One or more responses
  - No punishment or (one) punishment
  - Punishment reviews
  - Review outcomes
  - Time / Date punishment completed

### **Punishment Approvals screens**

1. **Enter** approval details
2. **Submit** CIMS notification to approving manager when required

### **Punishment Approvals**

When misbehaviour is referred for delegated approval

1. **Check** CIMS for outstanding Misbehaviour Reports
2. **Check** details of Misbehaviour Reports
3. **Raise** any concerns with unit employees / Assistant Manager
4. **Approve** Misbehaviour
5. **Add** comment as required

### **Endorsing Misbehaviour Record (first level approval- CIMS)**

As Unit Manager responsible for unit where detainee resides:

1. **Check** CIMS for incomplete misbehaviours
2. **Check** all details are entered into CIMS, including;
  - Detail: Who, When, Where, How in Reporting Officer statement
  - Statement: Detainee response and document scanned & uploaded
  - Inquiry: Reasons for delay/suspension ;Evidence; Misbehaviour type; Determination; participants
  - Decision: Is punishment appropriate; was punishment reviewed; comments; punishment complete
  - Approval: Check punishment approved
3. **Enter** First level approval detail
4. **Add** comment where necessary
5. **Refer** to Unit Manager to obtain or complete further detail if required
6. **Provide** feedback to unit employees regarding quality of reports and managing behaviour
7. **Complete** Misbehaviour in CIMS, or refer to Centre Manager when required

**Note:** Punishment comments require the following detail; specify activity, duties, confinement location, record of checks detail, review outcomes, other information

### **Misbehaviour dealt with by Children's Court (serious misbehaviour)**

This only applies to detainees on Control Order who commit Misbehaviours as defined in the *Children (Detention Centres) Regulation 2015, Division 3: Misbehaviour dealt with by the Children's Court*. This will generate a change in Control status and leave eligibility, requiring classification review and CSM review.

### **People you need:**

- Centre Manager
- Duty Manager
- Assistant Manager (Client Services)
- Admissions Officer

	<ol style="list-style-type: none"> <li>1. <b>Inform</b> Centre Manager after a request is made to refer misbehaviour to the Children's Court.</li> <li>2. <b>Ask</b> if they approve of use of Serious Misbehaviour;</li> <li>3. <b>Check</b> a Notice of Hearing at Children's Court - Serious Misbehaviour is prepared and signed by Centre Manager (JJ-A015).</li> <li>4. <b>Submit</b> original copy of Notice of Hearing at Children's Court - Serious Misbehaviour and copy of Misbehaviour Report to Court</li> <li>5. <b>Contact</b> Registrar of closest Children's Court.</li> <li>6. <b>Inform</b> Registrar of referral to Children's Court (serious misbehaviour).</li> <li>7. <b>Request</b> a hearing date at that court for detainee to attend.</li> </ol> <p><b>When referral to Children's Court NOT supported:</b></p> <ol style="list-style-type: none"> <li>1. <b>Inform</b> referring staff if Centre Manager does not approve referral to Children's Court.</li> <li>2. <b>Recommend</b> an alternative response to behaviour.</li> </ol> <p><b>When hearing date is provided by court:</b></p> <ol style="list-style-type: none"> <li>1. <b>Inform</b> detainee involved and their parent/significant other of date of hearing and explain court procedures for hearing.</li> <li>2. <b>Check</b> detainee has access to legal representation by informing Unit Manager and Assistant Manager (Client Services).</li> <li>3. <b>Check</b> three copies are made of Notice of Hearing and distributed according to following (JJ-A015): <ul style="list-style-type: none"> <li>• copy to detainee;</li> <li>• copy to detainee's D File;</li> <li>• copy to detainee's legal representative</li> </ul> </li> <li>4. <b>Inform</b> Reporting Officer of hearing date and if they'll be needed at Court (eg. where detainee has entered a plea of not guilty)</li> <li>5. <b>Inform</b> victim (if any) detainee will be appearing at Court.</li> <li>6. <b>Inform</b> Assistant Manager (Client Services) and Admissions Officer of hearing date.</li> <li>7. <b>Contact</b> detainee's parent/significant other and inform of hearing date.</li> <li>8. <b>Notify</b> Classification Officer of Serious Misbehaviour.</li> </ol> <p><b>When Children's Court imposes extension of Control Order:</b></p> <ol style="list-style-type: none"> <li>1. <b>Advise</b> detainee of Court Outcome</li> <li>2. <b>Advise</b> detainee of new Critical Dates for Leave (CIMS)</li> <li>3. <b>Advise</b> unit employees of outcomes</li> <li>4. <b>Notify</b> Detainee's family of court outcomes</li> </ol>
<p><b>Assistant Manager (G)</b></p>	<p><b>Endorsing Misbehaviour Report (second level approval)</b></p> <p><b>As Assistant Manager responsible for unit where detainee resides:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> CIMS for incomplete Misbehaviours</li> <li>2. <b>Check</b> all details entered into CIMS, including; <ul style="list-style-type: none"> <li>• Detail: Who, When, Where, How in Reporting Officer statement</li> <li>• Statement: Detainee response and document scanned &amp; uploaded</li> <li>• Inquiry: Reasons for delay/suspension ;Evidence; Misbehaviour type; Determination; participants</li> <li>• Decision: Is punishment appropriate; was punishment reviewed; comments; punishment complete</li> <li>• Approval: Check punishment approved</li> </ul> </li> <li>3. <b>Enter</b> Second level approval detail</li> <li>4. <b>Add</b> comment where necessary</li> </ol>

	<p>5. <b>Refer</b> to Unit Manager to obtain or complete further detail if required</p> <p>6. <b>Provide</b> feedback to Unit Manager regarding quality of reports and managing behaviour</p> <p>7. <b>Complete</b> Misbehaviour in CIMS, or refer to Centre Manager when required</p> <p><b>Punishment Approvals</b>  <b>As Assistant Manager responsible for Unit where detainee resides and delegated approval required:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> CIMS Reports for outstanding Misbehaviour</li> <li>2. <b>Check</b> details of Misbehaviour</li> <li>3. <b>Raise</b> any concerns with Unit Manager</li> <li>4. <b>Approve</b> Misbehaviour</li> <li>5. <b>Refer</b> to Centre Manager or,</li> <li>6. <b>Check</b> details of Misbehaviour Report <ul style="list-style-type: none"> <li>• statement</li> <li>• inquiry and decision</li> <li>• Punishment Approvals</li> </ul> </li> </ol> <p><b>Procedure for Misbehaviour dealt with by Children’s Court (serious misbehaviour)</b>  This only applies to detainees on Control Order who commit Misbehaviours as defined in <b><i>Children (Detention Centres) Regulation 2010, Division 3: Misbehaviour dealt with by the Children’s Court,</i></b></p> <ol style="list-style-type: none"> <li>1. <b>Obtain</b> outcome of Children’s Court Hearing</li> <li>2. <b>Check</b> CIMS for updated critical dates</li> </ol> <p><b>Note:</b> Where additional days are imposed by the Children’s Court Magistrate the detainee’s non-parole period or term of detention is calculated on the current control order, it is not a new Order. (e.g. extend the detainee discharge date on the original control order by the number of days imposed by the court)</p>
<p><b>Assistant Manager (CS)</b></p>	<p><b>Endorsing Misbehaviour record (second level approval)</b></p> <p><b>As Assistant Manager responsible for unit where detainee resides:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> CIMS for incomplete Misbehaviours</li> <li>2. <b>Check</b> all details entered into CIMS, including; <ul style="list-style-type: none"> <li>• Detail: Who, When, Where, How in Reporting Officer statement</li> <li>• Statement: Detainee response and document scanned &amp; uploaded</li> <li>• Inquiry: Reasons for delay/suspension ;Evidence; Misbehaviour type; Determination; participants</li> <li>• Decision: Is punishment appropriate; was punishment reviewed; comments; punishment complete</li> <li>• Approval: Check punishment approved</li> </ul> </li> <li>3. <b>Enter</b> Second level approval detail</li> <li>4. <b>Add</b> comment where necessary</li> <li>5. <b>Refer</b> to Unit Manager to obtain or complete further detail if required</li> <li>6. <b>Provide</b> feedback to Unit Manager regarding quality of reports and managing behaviour</li> <li>7. <b>Complete</b> Misbehaviour in CIMS, or refer to Centre Manager when required</li> </ol>

	<p><b>Punishment Approvals</b>  <b>As Assistant Manager responsible for Unit where detainee resides and delegated approval required:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> CIMS Reports for outstanding Misbehaviour</li> <li>2. <b>Check</b> details of Misbehaviour</li> <li>3. <b>Raise</b> any concerns with Unit Manager</li> <li>4. <b>Approve</b> Misbehaviour</li> <li>5. <b>Refer</b> to Centre Manager or,</li> <li>6. <b>Check</b> details of Misbehaviour Report             <ul style="list-style-type: none"> <li>• statement</li> <li>• inquiry and decision</li> <li>• Punishment Approvals</li> </ul> </li> </ol> <p><b>Risk Assessments and Case Reviews</b>            People you need:</p> <ul style="list-style-type: none"> <li>• Unit Manager</li> <li>• ETU Principal</li> </ul> <ol style="list-style-type: none"> <li>1. <b>Check</b> detainee is listed for next Client Services Meeting (<a href="#">CSM</a>) after an event leading to a misbehaviour report</li> <li>2. <b>Determine</b> if review of detainee's <a href="#">Risk Assessment</a> is needed</li> <li>3. <b>Arrange</b> review of detainees risk assessment as soon as possible after event</li> <li>4. <b>Consult</b> with ETU Principal about changes to risk assessment</li> <li>5. <b>Inform</b> ETU Principal of any changes to <a href="#">risk ratings</a>, as soon as possible if they are absent for review</li> <li>6. <b>Inform</b> Unit Manager of updated risk assessment</li> <li>7. <b>Record</b> outcome of risk assessment in a case note (CIMS)</li> </ol>
<p><b>Centre Manager</b></p>	<p><b>Misbehaviour dealt with by Children's Court (serious misbehaviour)</b>            This only applies to detainees on Control Order who commit Misbehaviours as defined in <a href="#">Children (Detention Centres) Regulation 2010, Division 3: Misbehaviour dealt with by the Children's Court</a>. Once a matter has been before a Children's Court Magistrate, no further penalty can be imposed by centre staff, irrespective of the outcome. I.e. guilty, not guilty or no determination.</p> <ol style="list-style-type: none"> <li>1. <b>Consider</b> recommended referral to Children's Court</li> <li>2. <b>Determine</b> if referral to Children's Court approved/not approved</li> <li>3. <b>Inform</b> Duty Manager of your decision</li> </ol> <p><b>If referral to Children's Court approved,</b></p> <ol style="list-style-type: none"> <li>1. <b>Sign</b> Notice of Hearing at Children's Court - Serious Misbehaviour form (<a href="#">JJ-A015</a>).</li> <li>2. <b>Attend</b> court and present <a href="#">evidence</a>.</li> </ol> <p><b>Punishment Approvals</b>  <b>When delegated approval required:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> details of Misbehaviour Report, including;             <ul style="list-style-type: none"> <li>• statement</li> <li>• inquiry and decision</li> <li>• Punishment Approvals</li> </ul> </li> <li>2. <b>Raise</b> any concerns with Unit Manager / Assistant Manager</li> </ol>

	<p><b>Endorsing Misbehaviour record (third level approval)</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> CIMS for incomplete Misbehaviours</li> <li>2. <b>Check</b> all details entered into CIMS, including; <ul style="list-style-type: none"> <li>• Detail: Who, When, Where, How in Reporting Officer statement</li> <li>• Statement: Detainee response and document scanned &amp; uploaded</li> <li>• Inquiry: Reasons for delay/suspension ;Evidence; Misbehaviour type; Determination; participants</li> <li>• Decision: Is punishment appropriate; was punishment reviewed; comments; punishment complete</li> <li>• Approval: Check punishment approved</li> </ul> </li> <li>3. <b>Enter</b> third level approval detail</li> <li>4. <b>Add</b> comment where necessary</li> <li>5. <b>Refer</b> to Assistant Manager / Unit Manager to obtain or complete further detail if required</li> <li>6. <b>Approve</b> Misbehaviour, or</li> <li>7. <b>Refer</b> to Regional Director when higher delegation required</li> </ol>
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## Legislation

### *Children (Detention Centre) Act 1987*

Section 20

Section 21

Section 22

### *Children (Detention Centres) Regulation 2015*

Part 8, Misbehaviour

Division 1, Misbehaviour generally

Division 2, Misbehaviour dealt with otherwise than by the Children's Court

Division 3, Misbehaviour dealt with by the Children's Court

## Change log

Date	Reason for change	Details of change
1 September 200	All Juvenile Justice Centre Procedures have been changed to reflect the staffing restructure within Juvenile Justice Centres.	The position of Unit Coordinator has been deleted and replaced with Shift Supervisor or Assistant Unit Manager.
12 February 2010	Misbehaviour Inquiry & Decision	The Incentive Scheme option in response to misbehaviour deleted
04 April 2011	Children (Detention Centres) Regulations 2010	Legislation references updated.
27 January 2012	Procedure updated in line with Misbehaviour Reporting in CIMS	Reporting is no longer maintained in books / paper files. Electronic reporting now in CIMS.
19 Dec 2012	Correction for third level approvals in CIMS	Removed directions for third level from AM(G) and entered into Centre

		Manager steps
28 September 2015	Offer of medical assistance to detainees during inquiry stage	Additions to Reporting Officer and Inquiry Officer reporting steps



## OPERATIONAL MEMORANDUM

**To:** Regional Directors  
Centre Managers

**CC:** Manager, Court Logistics, Classification and Placements  
Senior HR Manager, Operational Training  
Principal Investigator, Child Protection & Professional Standards Unit

**FROM:** Kevin Harris, Director Operational Standards & Compliance

**DATE:** 6 December 2015

**SUBJECT:** Misbehaviour Procedure

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In response to an internal audit the Misbehaviour Procedure has been updated to ensure adequate information is provided to end users.

The procedure now includes the following agreed actions:

- the requirement to record reasons why reviews are not undertaken
- prompts to consider detainee risk management plans for ongoing behavioural issues

Punishment classifications, delegations and misbehaviour definitions have been relocated to an appended resource to:

- inform staff of categories of punishment types
- prompt staff to relate consequences to misbehaviour type
- define misbehaviour categories and terminology to ensure consistency

All employees must access and familiarise themselves with both the updated procedure and resource to ensure compliance with requirements.

For guidance please refer to Support Point, the Operations Manual or contact [sean.anderson@djj.nsw.gov.au](mailto:sean.anderson@djj.nsw.gov.au) for further information.

Kevin Harris  
Director, Operational Standards & Compliance



## Misbehaviour

### When to use this procedure

Use this procedure when a detainee displays behaviour which is inappropriate or improper and warrants a consequence or punishment imposed.

### What is Misbehaviour?

Misbehaviour may be described as inappropriate or improper behaviour that warrants a consequence or punishment.

Before referring for Misbehaviour, determine that:

- Staff have given reasonable opportunity for detainee to stop/change behaviour, **and**
- Detainee does not respond to staff intervention guidance

### Before using this procedure

Is this your first time using this procedure? Read and understand:

- [Detainee Behaviour Intervention Framework](#)
- [Misbehaviour and Punishment Resource \(Definitions/Punishments\)](#)
- [Detainee Behaviour Intervention Plans](#)
- [Detainee Risk Management Plans](#)
- [Duty of Care](#)
- [Serious Misbehaviour](#)
- [Children \(Detention Centres\) Regulation 2010, Division 3](#)

There are prescribed punishments for misbehaviour outlined in section 21(1) of the Children (Detention Centres) Act 1987.

The term 'Unit Supervisor' refers to the staff member who is in charge of the unit at the time, which includes a Unit Manager, Assistant Unit Manager or Shift Supervisor.

### Start using this procedure

Find your role and what you need to do.

Role	When required	Responsibilities
All Employees	Always, as the Reporting Officer	All Employee steps
Assistant Unit Manager	In the absence of the Unit Manager- as the Inquiry Officer	Unit Manager steps
Shift Supervisor	In the absence of Unit Manager - as the Inquiry Officer	Unit Manager steps
Unit Manager	Always	Unit Manager steps
Duty Manager	In the absence of Unit Manager, In the absence of the Assistant Manager (G)	Unit Manager steps Assistant Manager (G) steps
Assistant Manager (G)	Always	Assistant Manager (G) steps
Assistant Manager (CS)	Always	Assistant Manager (CS) steps
Centre Manager	Always	Centre Manager steps
Admissions Officer	Always, as directed following Serious Misbehaviour	Admissions Officer steps

## Procedural steps

Role	Responsibilities
<p><b>All Employees</b></p>	<p><b>As the Reporting Officer</b> If you witnessed detainee's misbehaviour, made attempts to correct behaviour and will be responsible for reporting behaviour to a senior officer you are the Reporting Officer. The Inquiry officer must <b>NOT</b> be the Reporting Officer</p> <p><b>When dealing with challenging behaviour</b></p> <ol style="list-style-type: none"> <li>1. <b>Assess</b> the scenario you are presented with by gathering all the facts</li> <li>2. <b>Determine</b> the range of consequences that may occur depending on your actions</li> <li>3. <b>Determine</b> the hazards associated with each choice</li> <li>4. <b>Make</b> decisions and take actions that achieve the pathway of least risk</li> <li>5. <b>Make</b> an immediate decision the situation is likely to escalate quickly</li> <li>6. <b>Analyse</b> the range of options available before a decision is made, if time permits</li> </ol> <p><b>Reporting Misbehaviour</b></p> <p><b>When you have observed inappropriate detainee behaviour and believe that this constitutes a misbehaviour</b></p> <ol style="list-style-type: none"> <li>1. <b>Intervene</b> and <b>speak</b> to detainee</li> <li>2. <b>Direct</b> detainee to cease inappropriate behaviour</li> <li>3. <b>Advise</b> detainee of possible consequences for continuing with the inappropriate behaviour</li> <li>4. <b>Contact</b> and <b>inform</b> Unit Supervisor of detainee behaviour witnessed and interventions taken</li> <li>5. <b>Follow</b> directions of Unit Supervisor for managing the behaviour</li> <li>6. <b>Complete</b> a Misbehaviour Report when directed by Unit Supervisor (CIMS)</li> <li>7. <b>Record</b> event in detainee's Case note if Unit Supervisor decides no further action will be taken (Behaviour-CIMS).</li> <li>8. <b>Enter</b> details of behaviour and response to intervention on Progress &amp; Points/Observation form</li> </ol> <p><b>When continual misbehaviour issues and concerns are occurring consider:</b></p> <ul style="list-style-type: none"> <li>• Detainee Risk Management Plans</li> <li>• Raising Misbehaviour at CSM</li> <li>• Referral to psychologist</li> <li>• Referral to program</li> <li>• Mediation or other alternative strategies</li> </ul> <p><b>Serious Misbehaviour</b> This only applies to detainees on Control Order who commit Misbehaviours as defined in the <b><i>Children (Detention Centres) Regulation 2015, Division 3: Misbehaviour dealt with by the Children's Court.</i></b> This will generate a change in Control status and leave eligibility, requiring classification review and CSM review.</p> <p>If serious misbehaviour 'YES' is selected, the CIMS process is complete and manual process <b>must</b> be followed. If the Detainee behaviour is managed by Police charge or referral to Children's Court (<b><i>Serious Misbehaviour</i></b>) no further punishment may be imposed, Misbehaviour is deemed complete.</p> <p><b>Completing Misbehaviour Report (CIMS)</b></p> <ol style="list-style-type: none"> <li>1. <b>Obtain</b> directions for completing Misbehaviour report on CIMS from Unit Supervisor.</li> <li>2. <b>Refer</b> to Support Point (CIMS) in the first instance for guidance on all CIMS process</li> <li>3. <b>Initiate</b> CIMS Misbehaviour report.</li> </ol>

	<ol style="list-style-type: none"> <li>4. <b>Enter</b> all misbehaviour details</li> <li>5. <b>Complete</b> all required fields on reporting officer statement including; <ul style="list-style-type: none"> <li>• names</li> <li>• clear description of events leading up to &amp; during misbehaviour</li> <li>• staff interventions / warnings</li> </ul> </li> <li>6. <b>Recommend</b> appropriate punishment</li> <li>7. <b>Print</b> misbehaviour report <b>provide</b> misbehaviour report to Unit Supervisor</li> <li>8. <b>Participate</b> in inquiry process</li> </ol> <p><b>Note:</b> When the reporting officer is an external agency staff member, a Juvenile Justice employee may be directed to add the misbehaviour report on CIMS.</p>
<b>Admissions Officer</b>	<p><b>Procedure for Misbehaviour dealt with by Children's Court (serious misbehaviour)</b></p> <ol style="list-style-type: none"> <li>1. <b>Obtain</b> outcome of Children's Court Hearing</li> <li>2. <b>Update</b> CIMS Legal Orders (Justice Link)</li> <li>3. <b>Notify</b> Assistant Manager (CS) with details of updated Legal Order</li> <li>4. <b>Notify</b> Unit Manager with details of updated Legal Order</li> </ol>
<b>Unit Manager</b>	<p><b>In the role of: Inquiry Officer</b> A Reporting Officer <b>cannot</b> be the Inquiry Officer.</p> <p><b>Immediately following behaviour event</b></p> <ol style="list-style-type: none"> <li>1. <b>Listen</b> to verbal report from reporting officer</li> <li>2. <b>Attend</b> area as soon as possible</li> <li>3. <b>Determine</b> immediate action/response required (<i>Risk based decision making</i>)</li> <li>4. <b>Advise</b> and support all employees during event</li> <li>5. <b>Remove</b> detainee from the area to de-escalate behaviour if possible</li> <li>6. <b>Check</b> the supervision level of remaining detainees not involved in misbehaviour and <b>remove</b> detainees not engaged in event if required (<i>Supervision of Detainees</i>)</li> <li>7. <b>Return</b> unit to normal routines as soon as practicable</li> <li>8. <b>Contact</b> Duty Manager to arrange approval of additional employees if required</li> <li>9. <b>Determine</b> if event constitutes a misbehaviour report or serious misbehaviour and/or incident</li> <li>10. <b>Direct</b> Reporting Officer to complete Misbehaviour Report where necessary (CIMS)</li> <li>11. <b>Determine</b> if Police Action required (<i>Incident Reporting Policy</i>)</li> <li>12. <b>Follow</b> appropriate <i>Incident Procedures</i> where appropriate (<i>Assault, etc</i>)</li> <li>13. <b>Refer</b> '<i>Serious Misbehaviour</i>' to Assistant Manager/ Duty Manager</li> </ol> <p><b>Inquiry into Misbehaviour &amp; Decision</b> In instances where the Inquiry Officer witnessed the misbehaviour another independent staff member is also required to be included in the inquiry process.</p> <ol style="list-style-type: none"> <li>1. <b>Read</b> misbehaviour report submitted by Reporting Officer</li> <li>2. <b>Clarify</b> details of report with reporting officer</li> <li>3. <b>Collect</b> evidence to assist inquiry</li> <li>4. <b>Check</b> previous misbehaviours &amp; punishments where applicable</li> <li>5. <b>Record</b> reason for delay in inquiry where necessary</li> <li>6. <b>Determine</b> if force was used and/or if the detainee was physically active during the misbehaviour</li> <li>7. <b>Ask</b> the detainee if they are hurt or ill and need to see the nurse (offer of medical assistance), if it was determined that employees used force or the detainee was physically active during the misbehaviour</li> <li>8. <b>Record</b> response in misbehaviour report</li> <li>9. <b>Allow</b> detainee to read report for themselves, or <b>read</b> the report aloud if requested or necessary</li> </ol>

10. **Provide** an interpreter for detainee when required
11. **Discuss** the misbehaviour report with the detainee
12. **Ask** the detainee if they agree with detail in report and if they believe they are guilty or not guilty
13. **Ask** detainee to write a statement in response to report or **write** the statement for the detainee in the detainee's own words if requested or necessary
14. **Enter** name/date and sign statement as a true account of detainee's words

**If detainee refuses to make statement**

1. **Note** detainee's refusal to sign in statement section of misbehaviour report
2. **Enter** your name/date and sign statement as a true account of refusal to sign

**When detainee pleads GUILTY or is found GUILTY**

1. **Negotiate** appropriate action with detainee & reporting officer
2. **Determine** if an additional action or response is required (e.g. referral, mediation )
3. **Reflect** additional responses in Misbehaviour Report
4. **Consider** recommended punishment or consequence
5. **Check** delegation to approve punishments
6. **Refer** to Duty Manager before initiating if punishment delegation exceeds authority
7. **Determine** punishment review periods
8. **Inform** detainee of punishments and other actions
9. **Inform** detainee of review period
10. **Explain** expectations to detainee to enable a successful review
11. **Inform** unit staff of determinations
12. **Inform** unit staff of supervision requirements
13. **Ensure** detainee undertakes punishment and/or other actions
14. **Make referrals** as determined necessary
15. **Refer** to *CIMS process* for updating outcomes
16. **Refer** to *Detainee Risk Management Plan* procedure where necessary
17. **Record** a brief note of event in Unit Log, including Misbehaviour number and outcome

**When detainee *pleads* NOT GUILTY**

1. **Allow** detainee to present further evidence and ask questions
2. **Clarify** understanding of detainee and staff
3. **Question** other staff or detainees for further information if necessary
4. **Consider** all evidence
5. **Determine** if detainee is guilty based on evidence/ investigation
6. **Inform** detainee and staff of outcome

**If detainee *found* 'NOT GUILTY'**

1. **Determine** if any further action required
2. **Advise** detainee and unit employees of outcome
3. **Notify** Duty Manager if you have further concerns
4. **Record** outcome in CIMS

**If there is insufficient evidence to make determination**

1. **Follow** appropriate behaviour intervention responses
2. **Determine** if any further response / action required
3. **Inform** detainee and unit employees staff of outcomes
4. **Record** outcome in CIMS

**Review of Punishment**

Reviews are often effective when a detainee is resistant to a punishment and should be undertaken wherever possible. Inquiry officers must also record reason/s why a review is not undertaken.

1. **Determine** a review period where applicable
2. **Record** reason if a review is not undertaken
3. **Advise** detainee of review period
4. **Inform** detainee of behaviour expectations during punishment
5. **Negotiate** with detainee for agreement to comply
6. **Advise** unit employees of review period
7. **Direct** unit employees to complete observation records during punishment
8. **Assess** detainee's behaviour during the punishment
9. **Check** for any evidence of further problematic behaviour
10. **Inform** detainee of any information relevant to your decision regarding the review
11. **Determine** if punishment can cease
12. **Determine** if a further review is required or original punishment needs to continue.
13. **Inform** detainee and unit employees of your decision.
14. **Record** decision in Inquiry and Decision section of Misbehaviour (CIMS)
15. **Record** decision and outcome of review in Unit Log book

#### **Punishment complete**

1. **Record** decision in Inquiry and Decision section of Misbehaviour (CIMS)
2. **Check** Misbehaviour Report is complete.
3. **Follow** up any missing information.
4. **Update** punishment complete details in CIMS
5. **Check** detainee receives a copy of report
6. **Include** discussion of misbehaviour at Client Assessment Meeting with detainee
7. **Discuss** misbehaviour at CSM if applicable

#### **CIMS Inquiry, Decision & Approval process**

1. **Review** detail entered by Reporting Officer
2. **Determine** if inquiry needs to be delayed for any reason
3. **Enter** commencement date/time in CIMS
4. **Answer** Delay / Suspend YES/NO
5. **Enter** Delay / Suspend reason when inquiry delayed

#### **Inquiry screen detail**

Following the inquiry into misbehaviour & decision making process

1. **Refer** to Support Point Online Help for guidance (if required)
2. **Complete** all inquiry detail in CIMS
3. **Add** all details of offer of medical assistance to detainee in comments section including:
  - type of concern identified by employees (If applicable)
  - if detainee was offered medical assistance
  - detainee's response
  - date/time and details referral was made to JH&FMHN (if applicable)

#### **Decision screen detail**

1. **Update** decision details, including:
  - One or more responses
  - No punishment or (one) punishment
  - Punishment reviews
  - Review outcomes
  - Time / Date punishment completed

#### **Punishment Approvals screens**

1. **Enter** approval details
2. **Submit** CIMS notification to approving manager when required

#### **Punishment Approvals**

When misbehaviour is referred for delegated approval

1. **Check** CIMS for outstanding Misbehaviour Reports
2. **Check** details of Misbehaviour Reports
3. **Raise** any concerns with unit employees / Assistant Manager
4. **Approve** Misbehaviour
5. **Add** comment as required

#### **Endorsing Misbehaviour Record (first level approval)**

**As Unit Manager responsible for unit where detainee resides:**

1. **Check** CIMS for incomplete misbehaviours
2. **Check** all required details are entered into CIMS in full (Support Point)
3. **Determine** if an additional action or response is required
4. **Reflect** additional responses in Misbehaviour report
5. **Enter** First level approval detail
6. **Add** comment where necessary
7. Obtain or complete further detail if required
8. **Provide** feedback to unit employees regarding reports and behaviour management
9. **Complete** Misbehaviour in CIMS, or refer to Centre Manager when required

**Note:** Punishment comments require the following detail; specify activity, duties, confinement location, record of checks detail, review outcomes, other information

#### **Misbehaviour dealt with by Children's Court (serious misbehaviour)**

1. **Inform** Centre Manager after a request is made to refer misbehaviour to the Children's Court
2. **Ask** if they approve of use of Serious Misbehaviour;
3. **Check** a Notice of Hearing at Children's Court - Serious Misbehaviour is prepared and signed by Centre Manager **Submit** original copy of 'Notice of Hearing at Children's Court - Serious Misbehaviour' and copy of Misbehaviour Report to Court
4. **Contact** Registrar of closest Children's Court
5. **Inform** Registrar of referral to Children's Court (serious misbehaviour).
6. **Request** a hearing date at that court for detainee to attend

#### **When referral to Children's Court NOT supported:**

1. **Inform** referring staff if Centre Manager does not approve referral to Children's Court.
2. **Recommend** an alternative response to behaviour

#### **When hearing date is provided by court:**

1. **Inform** detainee involved and their parent/significant other of date of hearing and explain court procedures for hearing
2. **Check** detainee has access to legal representation by informing Unit Manager and Assistant Manager (Client Services)
  - **Check** three copies are made of Notice of Hearing and distributed to detainee detainee's D File & legal representative
3. **Inform** Reporting Officer of hearing date and if they'll be needed at Court (eg. where detainee has entered a plea of not guilty)
4. **Inform** victim (if any) detainee will be appearing at Court.
5. **Inform** Assistant Manager (Client Services) and Admissions Officer of hearing date.
6. **Contact** detainee's parent/significant other and inform of hearing date.
7. **Notify** Classification Officer of Serious Misbehaviour

#### **When Children's Court imposes extension of Control Order:**

1. **Advise** detainee of Court Outcome

	<ol style="list-style-type: none"> <li>2. <b>Advise</b> detainee of new Critical Dates for Leave (CIMS)</li> <li>3. <b>Advise</b> unit employees of outcomes</li> <li>4. <b>Notify</b> Detainee's family of court outcomes</li> </ol>
<b>Assistant Manager (G)</b>	<p><b>Endorsing Misbehaviour Report (second level approval)</b></p> <p><b>As Assistant Manager responsible for unit where detainee resides:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> CIMS for incomplete Misbehaviours</li> <li>2. <b>Check</b> all required details are entered into CIMS (Support Point)</li> <li>3. <b>Check</b> review details and reasons if this was not undertaken</li> </ol> <p><b>Approval: Check punishment approved</b></p> <ol style="list-style-type: none"> <li>1. <b>Enter</b> Second level approval detail</li> <li>2. <b>Add</b> comments where necessary</li> <li>3. <b>Refer</b> to Unit Manager to obtain or complete further detail if required</li> <li>4. <b>Provide</b> feedback to Unit Manager regarding misbehaviour report and management</li> <li>5. <b>Complete</b> Misbehaviour in CIMS, or refer to Centre Manager when required</li> </ol> <p><b>Punishment Approvals</b></p> <p><b>As Assistant Manager responsible for Unit where detainee resides:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> CIMS Reports for outstanding Misbehaviour</li> <li>2. <b>Check</b> details of Misbehaviour</li> <li>3. <b>Raise</b> any concerns with Unit Manager</li> <li>4. <b>Approve</b> Misbehaviour</li> <li>5. <b>Refer</b> to Centre Manager or,</li> <li>6. <b>Check</b> details of Misbehaviour Report</li> </ol> <p><b>Procedure for Misbehaviour dealt with by Children's Court (serious misbehaviour)</b></p> <ol style="list-style-type: none"> <li>1. <b>Obtain</b> outcome of Children's Court Hearing</li> <li>2. <b>Check</b> CIMS for updated critical dates</li> </ol>
<b>Assistant Manager (CS)</b>	<p><b>Endorsing Misbehaviour record (second level approval)</b></p> <p><b>As Assistant Manager responsible for unit where detainee resides:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> CIMS for incomplete Misbehaviours</li> <li>2. <b>Check</b> required details are completed in CIMS</li> <li>3. <b>Enter</b> Second level approval detail</li> <li>4. <b>Add</b> comment where necessary</li> <li>5. <b>Refer</b> to Unit Manager to obtain or complete further detail if required</li> <li>6. <b>Provide</b> feedback to Unit Manager on quality of reports and managing behaviour</li> <li>7. <b>Complete</b> Misbehaviour in CIMS, or refer to Centre Manager when required</li> </ol> <p><b>Punishment Approvals</b></p> <p><b>As Assistant Manager responsible for Unit where detainee resides and delegated approval required:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> CIMS Reports for outstanding Misbehaviour</li> <li>2. <b>Check</b> details of Misbehaviour</li> <li>3. <b>Raise</b> any concerns with Unit Manager</li> <li>4. <b>Approve</b> Misbehaviour</li> <li>5. <b>Refer</b> to Centre Manager or,</li> <li>6. <b>Check</b> all required fields and details are completed in Misbehaviour Report</li> </ol> <p><b>Risk Assessments and Case Reviews</b></p>

	<ol style="list-style-type: none"> <li>1. <b>Check</b> detainee is listed for next Client Services Meeting (<i>CSM</i>) after an event leading to a misbehaviour report (if required)</li> <li>2. <b>Determine</b> if review of detainee's <i>Risk Assessment</i> is needed</li> <li>3. <b>Arrange</b> review of detainees risk assessment as soon as possible after event</li> <li>4. <b>Consult</b> with ETU Principal about changes to risk assessment</li> <li>5. <b>Inform</b> ETU Principal of any changes to risk ratings, as soon as possible if they are absent for review</li> <li>6. <b>Inform</b> Unit Manager of updated risk assessment</li> <li>7. <b>Record</b> outcome of risk assessment in a case note (CIMS)</li> </ol>
<b>Centre Manager</b>	<p><b>Misbehaviour dealt with by Children's Court (serious misbehaviour)</b></p> <ol style="list-style-type: none"> <li>1. <b>Consider</b> recommended referral to Children's Court</li> <li>2. <b>Determine</b> if referral to Children's Court approved/not approved</li> <li>3. <b>Inform</b> Duty Manager of your decision</li> </ol> <p><b>If referral to Children's Court approved</b></p> <ol style="list-style-type: none"> <li>1. <b>Sign</b> Notice of Hearing at Children's Court - Serious Misbehaviour form (JJ-A015).</li> <li>2. <b>Attend</b> court and present evidence.</li> </ol> <p><b>Punishment Approvals</b>  <b>When delegated approval required:</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> details of Misbehaviour Report, including; <ul style="list-style-type: none"> <li>• statement</li> <li>• inquiry and decision</li> <li>• Punishment Approvals</li> </ul> </li> <li>2. <b>Raise</b> any concerns with Unit Manager / Assistant Manager</li> </ol> <p><b>Endorsing Misbehaviour record (third level approval)</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> CIMS for incomplete Misbehaviours</li> <li>2. <b>Check</b> all details entered into required fields in CIMS (Support Point)</li> <li>3. <b>Check</b> review details and reasons if this was not undertaken</li> <li>4. <b>Assess</b> if punishment/consequence is appropriate</li> <li>5. <b>Enter</b> third level approval detail</li> <li>6. <b>Add</b> comment where necessary</li> <li>7. <b>Refer</b> to Assistant Manager / Unit Manager to obtain or complete further detail if required</li> <li>8. <b>Approve</b> Misbehaviour, or</li> <li>9. <b>Refer</b> to Regional Director when higher delegation required</li> </ol>

## Legislation

### Children (Detention Centre) Act 1987

Section 20; 21 & 22

### Children (Detention Centres) Regulation 2015

Part 8, Misbehaviour

Division 1, Misbehaviour generally

Division 2, Misbehaviour dealt with otherwise than by the Children's Court

Division 3, Misbehaviour dealt with by the Children's Court



## Change log

Date	Reason for change	Details of change
1 September 200	All Juvenile Justice Centre Procedures have been changed to reflect the staffing restructure within Juvenile Justice Centres.	The position of Unit Coordinator has been deleted and replaced with Shift Supervisor or Assistant Unit Manager.
12 February 2010	Misbehaviour Inquiry & Decision	The Incentive Scheme option in response to misbehaviour deleted
04 April 2011	Children (Detention Centres) Regulations 2010	Legislation references updated.
27 January 2012	Procedure updated in line with Misbehaviour Reporting in CIMS	Reporting is no longer maintained in books / paper files. Electronic reporting now in CIMS.
19 Dec 2012	Correction for third level approvals in CIMS	Removed directions for third level from AM(G) and entered into Centre Manager steps
28 September 2015	Offer of medical assistance to detainees during inquiry stage	Additions to Reporting Officer and Inquiry Officer reporting steps
24 November 2015	Agreed actions 6.2.2; 7.1.1 resulting from IAB report July 2015.	Procedure reviewed and updated to include the reasons why a review is not undertaken, information regarding links to DRMP for continual misbehaviour issues/concerns

## Detainee Risk Management Plans (DRMP)

### When to use this procedure

Use this procedure when an individual management plan is required for a detainee who:

- poses a significant risk to themselves and/or others, OR
- cannot be managed using the Incentive Scheme, OR
- is segregated from general population for 24 hours or more,

***DRMP must be used for all internal management plans, behaviour management plans, or any other individual plan, regardless of whether the plan includes periods of segregation.***

### Start using this procedure

Your responsibilities

Find your role. Find what you need to do.

Role	When required	Responsibilities
All Staff	Always	All Staff <a href="#">steps</a>
Assistant Unit Manager / Shift supervisor	In the absence of, or as directed by Unit Manager	Unit Manager <a href="#">steps</a>
Unit Manager	Always	Unit Manager <a href="#">steps</a>
Centre Psychologist	Always	Psychologist <a href="#">steps</a>
Duty Manager	In the absence of Unit Manager	Unit Manager <a href="#">steps</a>
Duty Manager	In the absence of Assistant Manager (CS)	Assistant Manager (CS) <a href="#">steps</a>
Assistant Manager (Client Services)	Always	Assistant Manager CS <a href="#">steps</a>
Assistant Manager (Generalist)	As Manager in charge of the Unit where Detainee Resides	Assistant Manager <a href="#">steps</a>
Centre Manager	Always	Centre Manager <a href="#">steps</a>

### What is DRMP?

Detainee Risk Management Plan is an individual plan, developed in consultation between unit staff, specialist staff and external staff to provide effective strategies to minimise the risk of harm by a detainee who is not responding to centre routines and procedures.

Any DRMP which **exceeds 24 hours** and includes **periods of segregation** must be approved by Executive Director, State Wide Operations prior to implementation.

The NSW Ombudsman must be notified of a detainee being subject to segregation for a period of 24 consecutive hours. Consult the [segregation procedure](#) for further instruction on segregation.

DRMP Reviews must be completed within the stated timeframes and approval obtained before continuation of DRMP.

Juvenile Justice procedure

Department Attorney General and Justice NSW

## Procedural steps

Role	Responsibilities
<b>All Staff</b>	<p><b><i>Supervising Detainee on DRMP</i></b></p> <p>People you need:</p> <ul style="list-style-type: none"> <li>• Unit Supervisor</li> <li>• Centre Psychologist</li> <li>• JHRN</li> </ul> <ol style="list-style-type: none"> <li>1. <b>Familiarise</b> yourself with all instructions on DRMP.</li> <li>2. <b>Ask</b> Unit Supervisor to clarify any detail you are unsure about.</li> <li>3. <b>Follow</b> all strategies in DRMP.</li> <li>4. <b>Notify</b> Unit Supervisor immediately any issues arise.</li> <li>5. <b>Provide</b> information about observed detainee behaviour/s.</li> <li>6. <b>Record</b> both positive and difficult behaviour responses.</li> <li>7. <b>Record</b> any instructions/information provided by centre psychologist.</li> <li>8. <b>Maintain</b> <i>Record of Checks book (JJA-055)</i> during any periods of <i>segregation</i>.</li> <li>9. <b>Record</b> all detainee interactions, including visits by specialist staff, Duty Manager.</li> <li>10. <b>Record</b> all detainee movements, including to/from appointments with JHRN, counselling staff and other times not in room.</li> <li>11. <b>Record</b> all items / activities provided to detainee, including meals.</li> <li>12. <b>Enter</b> daily CIMS Case Note.</li> </ol>
<b>Centre Psychologist</b>	<p>People you need:</p> <ul style="list-style-type: none"> <li>• Unit Staff</li> <li>• Unit Supervisor</li> </ul> <ol style="list-style-type: none"> <li>1. <b>Provide</b> information to unit staff regarding assessments and/or issues which contribute to detainees' responses</li> <li>2. <b>Provide</b> advice to Unit Manager to inform DRMP (where possible), including; <ul style="list-style-type: none"> <li>• behaviour/s that need to be addressed to minimise risk of harm,</li> <li>• known indicators of escalating stress,</li> <li>• identified situations known to escalate detainee's stress responses,</li> <li>• recommended strategies to de-escalate detainee's response to stressors,</li> <li>• current program participation</li> <li>• proposed alternate means to engage detainee if risk prohibits participation in programs</li> <li>• recommendation for <u><i>segregation</i></u> of detainee for all or part of daily unit routines</li> </ul> </li> <li>3. <b>Provide</b> advice to assist staff responses to client</li> <li>4. <b>Contribute</b> strategies for managing both positive and negative behaviour by detainee</li> <li>5. <b>Assess</b> if detainee is at risk of self harm whilst on DRMP</li> <li>6. <b>Notify</b> Unit Supervisor immediately if any issues arise.</li> </ol>

	<ol style="list-style-type: none"> <li>7. <b>Provide</b> information to Unit Manager about observed detainee behaviour/s.</li> <li>8. <b>Enter</b> daily CIMS Case Note to record interactions and observations of detainee</li> <li>9. <b>Monitor</b> detainee responses for DRMP review</li> <li>10. <b>Participate</b> in DRMP review</li> </ol>
<b>Unit Manager</b>	<p>People you need:</p> <ul style="list-style-type: none"> <li>• Unit Staff</li> <li>• Unit Supervisor</li> <li>• Centre Psychologist</li> <li>• Justice Health Registered Nursing Unit Manager (JHRNUM)</li> <li>• ETU Principal</li> <li>• Assistant Manager (CS)</li> </ul> <p><b>Daily</b></p> <ol style="list-style-type: none"> <li>1. <b>Check CIMS Reports for:</b> <ul style="list-style-type: none"> <li>• <b>'Current, Incomplete, Declined DRMP / DRMP Review Report'</b>.</li> </ul> </li> <li>2. <b>Follow up</b> outstanding approvals.</li> <li>3. <b>Follow up</b> DRMP Reviews required.</li> </ol> <p><b>Development of a DRMP, in consultation with centre psychologist, where possible</b></p> <p><b>As directed by Assistant Manager (CS)</b></p> <p><b>Note:</b> To ensure the DRMP reaches the required officer for approval within the delegated time frame: when it is considered Segregation will exceed 24 hours, a DRMP must be developed within the first 12 hours of segregation.</p> <ol style="list-style-type: none"> <li>1. <b>Make</b> referral to Centre Psychologist (CIMS)</li> <li>2. <b>Define</b> behaviour/s that must be addressed to minimise risk of harm.</li> <li>3. <b>Collate</b> information about: <ul style="list-style-type: none"> <li>• <u><a href="#">Incident</a></u></li> <li>• <u><a href="#">Staff observations</a></u></li> <li>• <u><a href="#">Misbehaviour</a></u></li> </ul> </li> <li>4. <b>Contact</b> JHRN for medical assessment</li> <li>5. <b>Ask</b> JHRN for Health Problem Notification, this should include; <ul style="list-style-type: none"> <li>• any withdrawal issues,</li> <li>• treatment plan,</li> <li>• medication/s and/or any recent changes to medication,</li> <li>• side effects of medication,</li> <li>• advice for staff,</li> </ul> </li> <li>6. <b>Obtain</b> advice from centre psychologist regarding assessments and/or issues which contribute to detainees responses. Information obtained should include: <ul style="list-style-type: none"> <li>• behaviour/s that need to be addressed to minimise risk of harm,</li> <li>• known indicators of escalating stress,</li> <li>• identified situations known to escalate detainee's stress responses,</li> <li>• recommended strategies to de-escalate detainee's response to stressors,</li> <li>• current program participation</li> <li>• proposed alternate means to engage detainee if risk prohibits</li> </ul> </li> </ol>

- participation in programs
  - recommendation for [segregation](#) of detainee for all or part of daily unit routines
- 7. **Obtain** ETU advice about assessments, education plan and responses to staff.
- 8. **Gather** information from unit staff, centre psychologist JHRNUM and ETU principal to inform plan.
- 9. **Ask** about managing both positive and difficult responses by detainee.
- 10. **Review** current supervision arrangements.
- 11. **Recommend** development of DRMP to Assistant Manager / Duty Manager.
- 12. **Include** challenges for staff to be addressed in plan.
- 13. **Enter** DRMP into *CIMS*, as directed by Assistant Manager/Duty Manager.
  - **Note:** Refer to [segregation procedure](#) regarding notifying the NSW Ombudsman of segregation

### Managing detainee on DRMP

**Note:** When the psychologist or Justice Health Registered Nurse advises that the detainee appears to be at risk of self-harm, the detainee must be visually checked at intervals of 10 minutes, or less as advised by clinical staff/unit supervisor.

1. **Inform** unit staff of DRMP requirements.
2. **Provide** copy of DRMP for direct supervising staff.
3. **Provide** clear directions regarding *in room checks*.
4. **Provide** clear directions to staff for all interactions/negotiations with detainee.
5. **Provide** advice regarding detainee access to rewards, activities and programs,
6. **Provide clear direction for the provision of refreshments, meals and access to cutlery.**
7. **Maintain** contact with supervising staff.
8. **Provide** support for staff to enable detainee access to activities and programs as defined in DRMP.
9. **Direct** supervising staff to monitor and record all interactions with detainee.
10. **Review** [Record of Checks book](#) daily when DRMP includes periods of segregation.
11. **Review** Unit Log book daily.
12. **Review** staff advice regarding detainee's behaviours and responses.
13. **Visit detainee daily:**
  - Inform of DRMP requirements and time frames
  - Check detainee's understanding of plan
  - Review detainee's responses
  - Negotiate rewards where possible
  - Aim to reduce restrictions imposed by DRMP
14. **Monitor** detainee's responses for DRMP review.

### DRMP Reviews

**Note:** If existing DRMP does not include periods of segregation, however Segregation is now required due to escalating risk a new DRMP must be developed.

1. **Visit detainee daily while on DRMP.**
2. **Monitor DRMP daily.**

	<ol style="list-style-type: none"> <li>3. <b>Review</b> application of DRMP.</li> <li>4. <b>Review</b> detainee's responses.</li> <li>5. <b>Provide</b> Assistant Manager (CS) with all relevant information.</li> <li>6. <b>Participate</b> in DRMP review.</li> <li>7. <b>Consider</b> alternate / less restrictive interventions where possible.</li> <li>8. <b>Enter</b> DRMP Review in CIMS, as directed by AM (CS).</li> <li>9. <b>Complete</b> DRMP within stated time frames.</li> <li>10. <b>Forward</b> DRMP Review for appropriate approvals.</li> <li>11. <b>Complete a new DRMP when DRMP review indicates period/s of segregation are now required that were previously not included in DRMP.</b> <ul style="list-style-type: none"> <li>○ <b>Note:</b> Refer to <a href="#">segregation procedure</a> regarding notifying the NSW Ombudsman of segregation</li> </ul> </li> </ol>
<b>Duty Manager</b>	<p><b>Daily</b></p> <ol style="list-style-type: none"> <li>1. <b>Check CIMS Reports for:</b> <ul style="list-style-type: none"> <li>• <b>'Current, Incomplete, Declined DRMP / DRMP Review Report'.</b></li> </ul> </li> <li>2. <b>Monitor</b> current DRMP.</li> <li>3. <b>Visit</b> detainee daily.</li> <li>4. <b>Follow up</b> outstanding approvals. <ul style="list-style-type: none"> <li>• Inform of DRMP requirements and time frames</li> <li>• Check detainee's understanding of plan</li> <li>• Review detainee's responses</li> <li>• Negotiate rewards where possible</li> <li>• Aim to reduce restrictions imposed by DRMP</li> </ul> </li> <li>5. <b>Follow up</b> DRMP Reviews required</li> </ol>
<b>Assistant Manager (Client Services)</b>	<p>People you need:</p> <ul style="list-style-type: none"> <li>• Unit Supervisor</li> <li>• Justice Health Registered Nursing Unit Manager</li> <li>• Centre psychologist</li> <li>• Unit Manager</li> <li>• Duty Manager</li> <li>• Centre Manager</li> <li>• Regional Director</li> </ul> <p><b>Developing Detainee Risk Management Plan</b></p> <ol style="list-style-type: none"> <li>1. <b>Convene</b> meeting of all interested parties where possible.</li> <li>2. <b>Obtain</b> details of behaviours /concerns to be addressed by DRMP, including; <ul style="list-style-type: none"> <li>• behaviour/s that must be addressed to minimise risk of harm</li> <li>• indicators of escalating stress (if known)</li> <li>• triggers / situations known to escalate detainee's stress responses.</li> </ul> </li> <li>3. <b>Identify</b> strategies to de-escalate detainee's response to stressors.</li> <li>4. <b>Ask</b> the psychologist to provide advice to assist staff responses to client.</li> </ol>

5. **Risk Assess** which programs detainee may attend.
6. **Determine** alternate means to engage detainee if not able to attend programs.
7. **Determine** if detainee must be segregated for all or part of daily unit routines.
8. **Enter** or **direct** Unit Supervisor to enter DRMP into CIMS.
9. **Obtain** DRMP approvals prior to implementation.

#### **When DRMP includes period/s of Segregation:**

1. **Consult** psychologist on any requirement for counselling and monitoring of DRMP.
2. **Confirm** arrangements for detainee to be attended by JHRN daily.
3. **Provide** clear directions to staff regarding provision of items, including meals and provision of cutlery at meal times.
4. **Determine** any exercise periods where risk permits.
5. **Check** DRMP includes;
  - reason/s for extended segregation (if applicable),
  - behaviour / concerns staff must observe and monitor during segregation period,
  - place where detainee is accommodated
  - supervision requirements
  - items / activities detainee may have access to during segregation,
  - provision of refreshments, meals and eating utensils,
  - defined exercise periods where risk permits.
6. **Check** NSW Ombudsman is notified of any period/s of segregation that reaches 24 hours duration.
7. **Check** detainee is visited daily by Duty Manager / Unit Manager while on DRMP.

#### **Developing Detainee Risk Management Plan in response to segregation beyond 24 hours**

People you need:

- Unit Supervisor
- Centre Psychologist
- Justice Health Registered Nursing Unit Manager
- ETU Principal
- Assistant Manager (CS)
- Centre Manager

**Note 1:** When it is determined Segregation may exceed 24 hours, a DRMP must be developed within the first 12 hours to enable approval to be obtained within the delegated time frames.

**Note 2:** A DRMP must be approved by the Executive Director, State Wide Operations **before** Segregation is extended beyond 24 hours.

1. **Follow** Segregation procedure and obtain approvals for Segregation.
2. **Develop** DRMP, following directions provided in Clause 10 of Children (Detention Centres) Regulations 2010.
3. **Check** DRMP includes;
  - Reason for extended segregation,
  - Behaviour / concerns staff must observe and monitor during segregation period,

- Any items / activities detainee may have access to.
  - Provision of refreshments, meals and utensils
  - Defined periods of exercise
4. **Enter** or **direct** Unit Supervisor to enter DRMP into *CIMS*.
  5. **Recommend** a DRMP review as soon as practicable to enable further input from specialist staff if after hours.
  6. **Obtain** verbal approvals if required after hours, prior to the implementation of DRMP.
  7. **Add** comment in approval section when verbal approvals obtained.
  8. **Send** *CIMS* notification to Centre Manager / Regional Director / Executive Director, State Wide Operations as advised by Centre Manager.
- **Note:** Refer to [segregation procedure](#) regarding notifying the NSW Ombudsman of segregation

### DRMP Reviews

**Note 1:** All DRMP reviews must be completed and approvals obtained within the stated timeframes.

**Note 2:** If existing DRMP does not include periods of segregation, however segregation is now required due to escalating risk a new DRMP must be developed.

### Monitor application of DRMP daily.

1. **Check** detainee is visited daily by Duty Manager / Unit Manager while on DRMP.
2. **Add** Risk Review to Client Services Meeting (CSM) agenda.
3. **Check** detainee has daily access to JHRN
4. **Check** detainee has access to centre psychologist as defined in DRMP.
5. **Review** treatment plans and Case Plans at CSM (include input from specialist staff, JHRN, ETU).
6. **Develop** DRMP Review in consultation with unit staff, psychologist, JHRN, ETU.
7. **Determine** alternate means to engage detainee if not attending programs.
8. **Determine** alternate / less restrictive interventions where possible.
9. **Enter** DRMP Review in *CIMS*.
10. **Forward** DRMP Review for appropriate approvals.
11. **Initiate a new DRMP** if review determines that period/s of segregation are now required due to increased risk.

### Developing and monitoring DRMP when a psychologist is not available

○ *If after business hours or on a weekend:*

1. **Consult** centre psychologist on DRMP as soon as possible upon return to duty.
2. **Review** and amend DRMP if required, based on consultation with psychologist.

○ *If psychologist position is currently vacant:*

1. **Arrange** with the local JJCS Area Manager to utilise the Forensic Mental



	<p>Health Program (FMHP) Psychologist</p> <ol style="list-style-type: none"> <li>2. <b>Consult</b> with FMHP Psychologist on DRMP</li> <li>3. <b>Advise</b> Regional Director and Chief Psychologist if unable to access local FMHP Psychologist</li> </ol>
<b>Centre Manager</b>	<p><b><i>Developing DRMP, in response to Segregation</i></b></p> <p>People you need:</p> <ul style="list-style-type: none"> <li>• Unit Supervisor</li> <li>• Duty Manager</li> <li>• Assistant Manager (CS)</li> <li>• Regional Director</li> </ul> <ol style="list-style-type: none"> <li>1. <b>Follow</b> <a href="#">Segregation procedure</a> and obtain approvals for Segregation.</li> <li>2. <b>Obtain</b> required information from reports and notes.</li> <li>3. <b>Review</b> the following: <ul style="list-style-type: none"> <li>• Alerts</li> <li>• Case Plan</li> <li>• Case Notes</li> <li>• Supervision Strategies</li> </ul> </li> <li>4. <b>Advise</b> Regional Director when considered Segregation may exceed 12 hours.</li> <li>5. <b>Discuss</b> requirements for DRMP.</li> <li>6. <b>Direct</b> Assistant Manager/Duty Manager to develop DRMP to address needs of detainee and maintain safety and security of centre.</li> <li>7. <b>Provide</b> specific strategies to include in DRMP where determined.</li> <li>8. <b>Check</b> DRMP includes; <ul style="list-style-type: none"> <li>• Reason for extended segregation,</li> <li>• Behaviour / concerns staff must observe and monitor during segregation period,</li> <li>• Any items / activities detainee may have access to during segregation</li> </ul> </li> <li>9. <b>Obtain</b> approval/s for all DRMP which include any period/s of Segregation prior to implementation of DRMP.</li> <li>10. <b>Obtain</b> verbal approvals after hours.</li> <li>11. <b>Add</b> comment in DRMP approval section when verbal approvals obtained.</li> <li>12. <b>Check</b> NSW Ombudsman is notified of any period/s of segregation that reaches 24 hours duration.</li> </ol> <p><b>DRMP Reviews</b></p> <ol style="list-style-type: none"> <li>1. <b>Check</b> DRMP are implemented to comply with legislative requirements.</li> <li>2. <b>Check</b> detainees on DRMP are provided adequate supervision and access to activities and programs.</li> <li>3. <b>Check</b> detainee is monitored daily while on DRMP.</li> <li>4. <b>Check</b> all DRMP have appropriate approvals.</li> <li>5. <b>Check</b> all DRMP are reviewed in a timely manner and approvals are obtained prior to implementation.</li> </ol>

## Legislation

### Children (Detention Centres) Act 1987

- Part 4: Objects of the Act
- Sect 19: Segregation

### Children (Detention Centres) Regulation 2010

- CI 8: Health & Medical Attention
- CI 9: Maintenance & Wellbeing of Detainees
- CI 10: Segregation
- CI 19: Access to Programs

## Change log

Date	Reason for change	Details of change
July 2012.	removed DRMP from Segregation procedure.	new procedure.
Oct 2013	No longer required to notify Ombudsman of every DRMP containing periods of Segregation.	Notify Ombudsman of periods of Segregation extending beyond 24hours.
November 2013	Legislation specifically dictates that segregation must be carried out in accordance with a plan that is subject to monitoring by a psychologist.	Remove reference to counselling staff within procedure. Retain references only to psychologists. Add in procedural role for centre psychologist.

Procedures for the  
Recruitment of  
Permanent and Casual  
Senior Youth Workers

# Index

- 1 – 5.      **Procedures for the recruitment of permanent and casual Senior Youth Workers**
- 6 – 7.      **Checklist for the steps involved in recruiting permanent and casual Senior Youth Workers**
- 8 – 11.     **Flowchart**

## Definitions

- 12.          **Merit**
- 12.          **Efficiency**
- 13.          **Discrimination**
- 13 – 14.     **Grounds for Discrimination**
- 14.          **Confidentiality**
- 14.          **Responsibilities of the convenor**
- 15.          **Responsibilities of the second panel member and the independent**

## Appendices

- Appendix A                  Vacancy Card**
- Appendix B                  Information Package for Casual Senior Youth Workers**

<b>Appendix C</b>	<b>Information Package for Permanent Senior Youth Workers</b>
<b>Appendix D</b>	<b>Composition of Selection Committee form</b>
<b>Appendix E</b>	<b>Associated documentation and forms for completing interviews</b>
<b>Appendix F</b>	<b>Health Declaration</b>
<b>Appendix G</b>	<b>Successful / Unsuccessful letters</b>

## PROCEDURES FOR THE RECRUITMENT OF PERMANENT AND CASUAL SENIOR YOUTH WORKERS

The following guidelines and procedures are to ensure the quality control for the recruitment of both permanent and casual Senior Youth Workers within the NSW Department of Juvenile Justice.

The steps in the recruitment and selection process should not vary. Each step should be followed in all recruitment action.

1. The centre manager must determine whether the recruitment action will be for permanent / casuals or combined. It is recommended that casual recruitment action should be run concurrently with all permanent action to streamline the process. This is to ensure that the casual listing are not depleted due to permanent recruitment.

To ensure that there is no confusion for applicants there will be two separate advertisements placed when advertising both casuals and permanent's.

When the recruitment action is permanent it is the responsibility of the centre manager to ensure there are substantive vacancies.

2. A vacancy card from the centre manager for the recruitment of permanent or casual senior youth workers (SYW) is to be submitted to the relevant cluster director for approval. The cluster director will forward the approval to Human Resources and a copy back to the centre for filing. (Appendix A)

Each approval must contain the phone number and name of the contact person for the advertisement.

Vacancy cards must be completed correctly as no positions will be advertised unless this occurs.

The vacancy card must also outline the dates and time of the information nights for all applicants.

3. The Human Resources Unit will initiate the advertising of the positions upon receiving the approval from the cluster director for casual recruitment and in the case of permanent recruitment, after the approval of the Director Corporate Services.
4. Human Resources will send a draft advertisement to the centre which will contain the centre's phone number, address, contact information and information regarding the information nights.  
  
If there are any alterations to be made regarding the specific advertising needs of a centre, it should be recommended on the copy sent to the centre then returned to Human Resources for confirmation.  
  
The centre manager will certify the advertisement is correct by signing the copy and returning it to Human Resources for circulation.
5. When Human Resources receives the certified advertisement the advertisement will be placed in the appropriate press and or Public Service Notices for circulation.
6. Human Resources will also send one original information package to the contact officer for multiple copies to be made for distribution at the information nights and to be sent out as requested. (Appendix B casual) (Appendix C permanent)
7. When the advertisement reaches its closure date it is the responsibility of the nominated convenor to complete and return to Human Resources a completed composition of selection committee. (Appendix D)

**This form is to be approved by the Cluster Director.**

The selection committee for casuals must consist of at least three members, for casual recruitment all panel members may employed by The Department of Juvenile Justice (DJJ) with two coming from the centre and one from central support (CSO) or juvenile justice community services centre (JJCS).

The selection committee for permanent SYW must have a selection committee consisting of at least three members with two departmental officers and one external independent. All selection committees must have a gender mix.

*All members must be equal to one grade higher than the position being selected for.*

8. Upon receipt of the approved completed selection committee recommendation form all applications and associated

documentation for performing the cull and interviews will be sent to the convenor. (Appendix E)

9. When the convenor receives the applications the selection committee must perform the cull to determine which of the applicants meet the criteria.

**Only those applicants who meet all essential criteria may be selected for interview under the merit selection guidelines employed by this department.**

10. Applicants who meet the criteria but do not possess relevant tertiary qualifications will require testing.

**Please note that interviews may be held prior to testing.**

11. The convenor is responsible for contacting Human Resources to schedule a time, date and location for the testing of all applicants who do not possess relevant tertiary qualifications.

**Please ensure that the testing location is adequate for testing conditions.**

12. Human Resources will confirm the testing location, date and time.

13. The completed tests will be marked by the Human Resources officer who conducted the testing, and the centre will be advised within one working day of the successful applicants.

14. The convenor or one of the other panel members will now contact the successful applicants for interview.

Prior to interview the selection panel must establish questions that will be asked at interview to set the criteria from which the best applicant for the position will be selected.

**The selection panel must ensure that confidentiality is maintained during the recruitment process. All panel members must ensure that no information regarding other applicants or questions to be asked is devolved to any other applicants or staff outside the panel.**

The panel may at this stage prior to interview debrief all applicants not successful in gaining an interview.



At interview it is the responsibility of the selection panel to ensure that all applicants have submitted signed health declarations. (Appendix F)

**The selection committee must ensure the integrity and confidentiality of the recruitment process.**

15. The selection panel must ensure that the selection reports completed meet the requirements of the Department.

All reports for applicants recommended must address all essential criteria stating how each recommended applicant met the essentials and how they were superior to those applicants not recommended.

It is the responsibility of the selection panel to recommend a commencing rate of pay for all recommended applicants and applicants on the eligibility list.

When recommending a commencing rate of pay the selection committee must take into consideration:

The applicant's skills, experience and qualifications;  
The rate required to attract the applicant;

Commencing rates of pay are only necessary for permanent SYW as casuals are on set rates depending on shifts.

**It is to be noted that if the selection reports are not of the standard required by this department all reports will required to be rewritten and approval will not be sought by Human Resources until the reports are of a satisfactory standard.**

16. The selection panel must return all documentation associated with the recruitment process to the Human Resources Branch.

When recruiting casual SYW - all recommendations must be approved by the Cluster Director prior to returning to Human Resources.

When recruiting permanent SYW - all recommendations must be supported by the Cluster Director before they are approved by the Director Corporate Services.

17. Following approval of the recommendations by the Director Corporate Services, Human Resources will inform the relevant centre that verbal offers can be made and that they may now

issue letters to all applicants (successful and unsuccessful).  
(Appendix G)

Human Resources will also initiate Police Clearances for all successful applicants and HealthQuest examinations for all new permanent staff and casuals deemed necessary.

18. Once the Department has received the police clearances the centre must organise the compulsory four day induction course for all successful permanent and casual SYW.

19. After the successful completion of the induction course, centres must ensure new staff are given appropriate local training including:

**All applicants approved as casual Senior Youth Workers must complete two (2) paid observation shifts where they have no direct responsibility and are supervised by experienced staff;**

**All applicants approved as casual Senior Youth Workers must be trained in "Centre Procedures".**

20. Upon the successful completion of all training components the appropriate designated officer for each centre will create a personal file for each new employee (permanent / casual), the following should be placed on the file:

**Original of application;**

**Copy of letter of offer;**

**Signed acceptance of employment;**

**Health declaration;**

**Copy of tertiary qualifications / letter from HR stating they passed entrance exam.**

# Checklist

- Are there substantive vacant positions available on the Establishment. (Permanent recruitment)
- Vacancy card completed
- Does the vacancy card contain:
  - A contact person and phone number
  - Dates and times for information nights nominated
- Vacancy card referred to Cluster Director for approval
- Draft advertisement received / amended / certified
- Draft advertisement returned to Human Resources
- Information package received / copied / given to contact officer
- Information nights held
- Selection committee composition completed
- Selection committee composition approved by Cluster Director
- Selection committee composition returned to HR
- Applications received
- Cull performed
- Testing organised with Human Resources
- Confirmation of successful applicants tested received
- Interviews organised
- Interviews and referee checks completed
- Recommendations and all applications returned to HR

Approval to employ received from Human Resources

Positions offered

Commencement dates organised

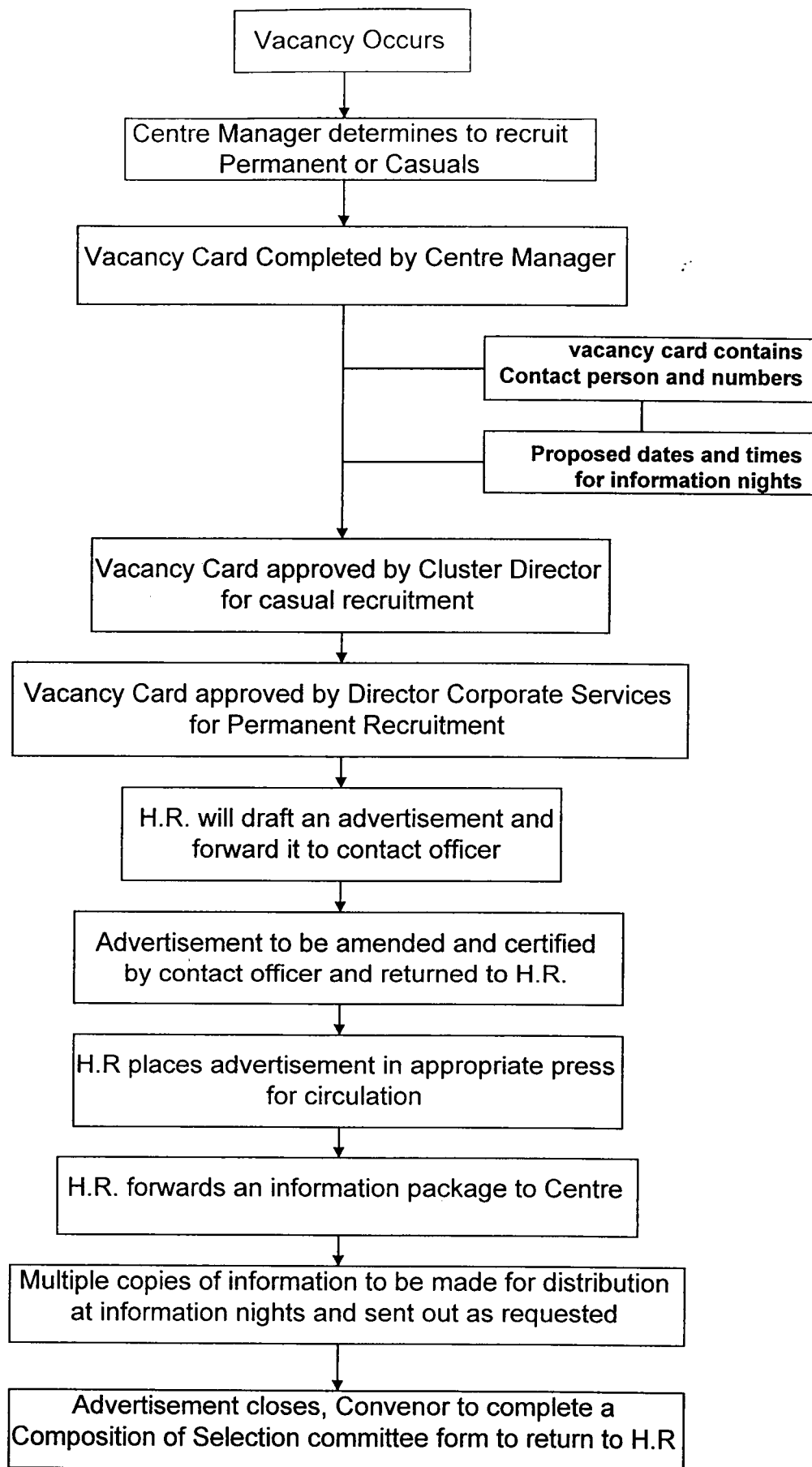
Induction Course Organised

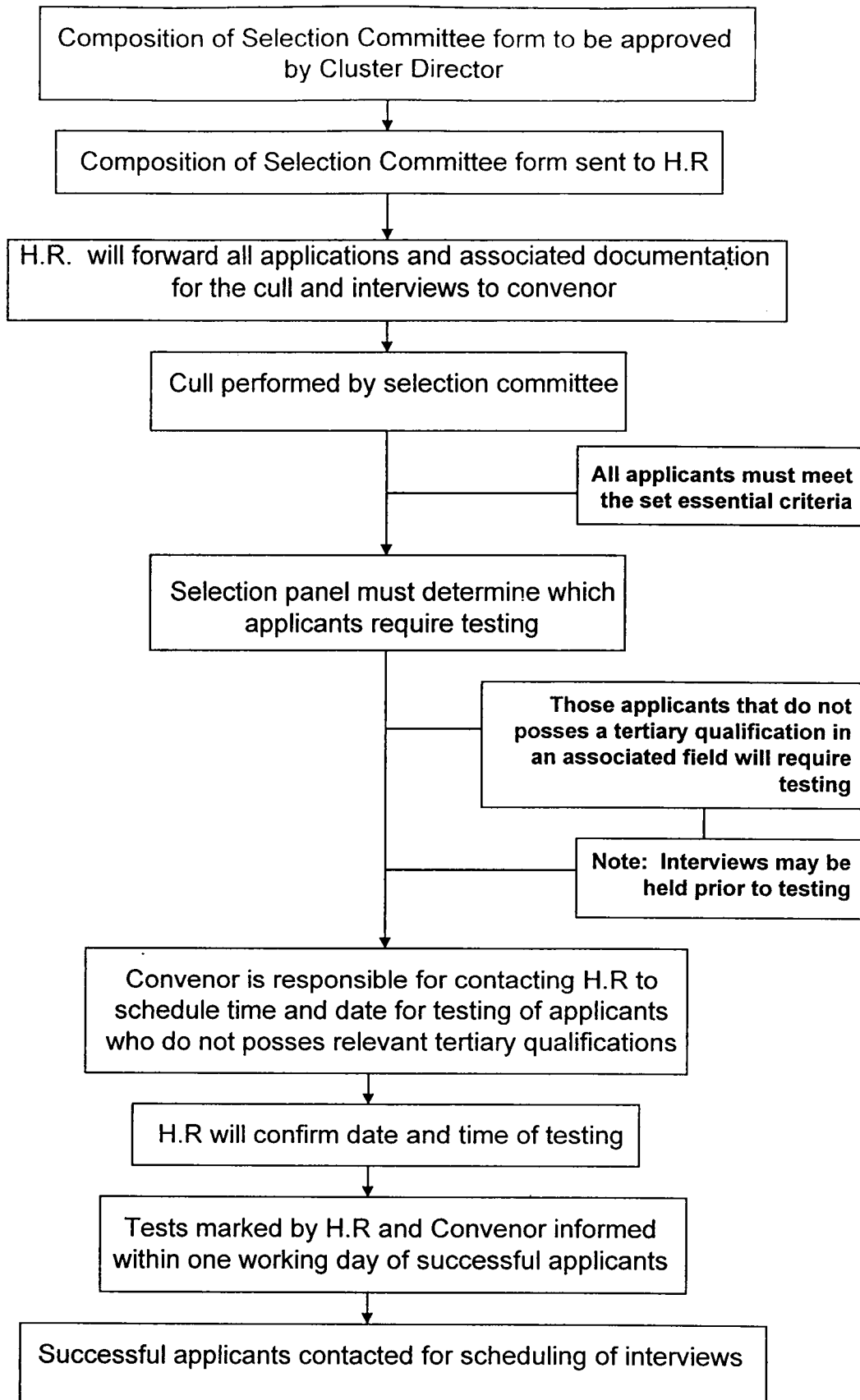
Observation dates organised

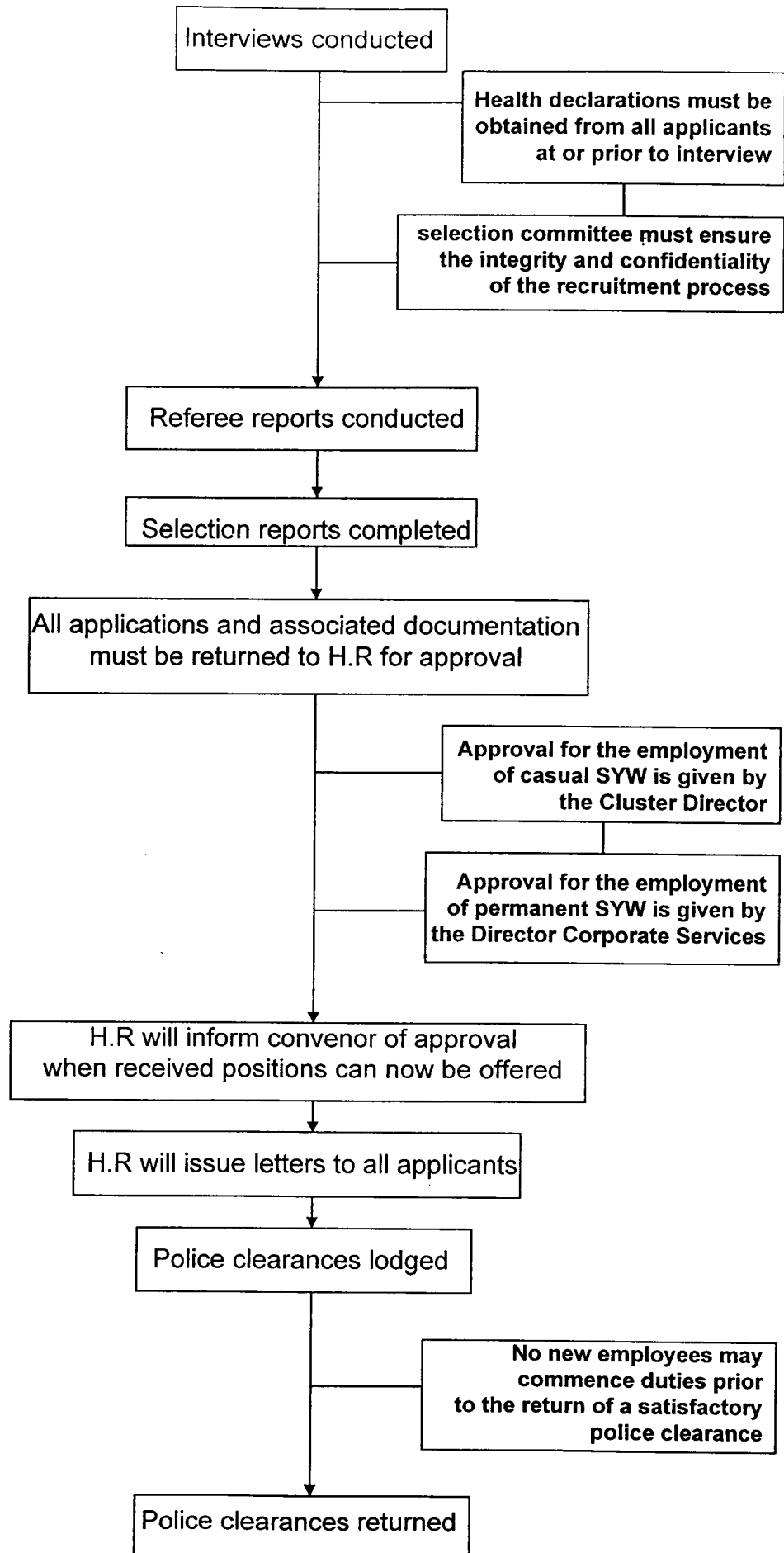
Placed on roster

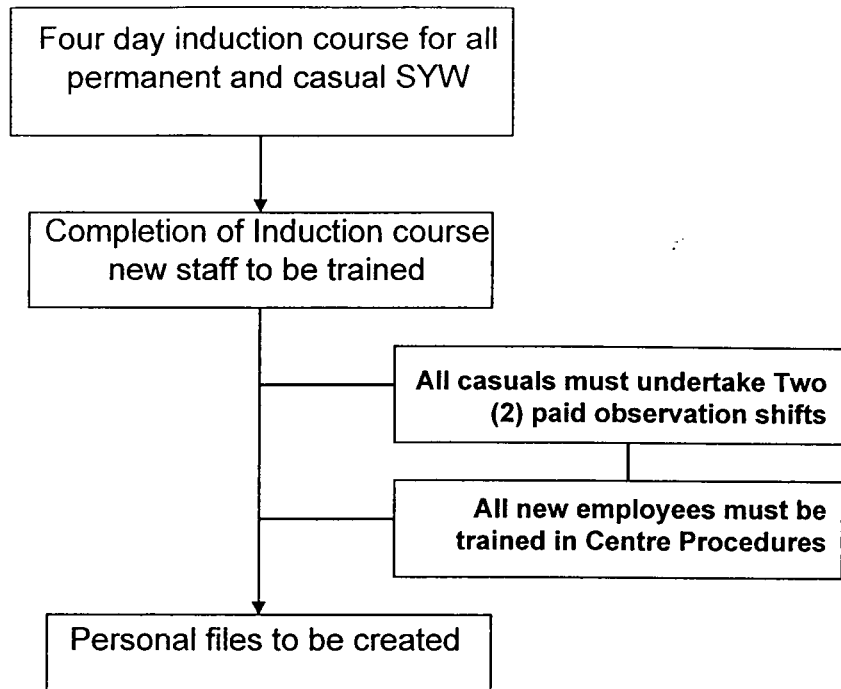
Personal file created

# Recruitment Flow Chart











The selection process for the recruitment of Senior Youth Workers whether they are permanent or casual must follow the same guidelines that are in place within the department for all other forms of recruitment.

*It is essential that all selection is based on Merit.*

## **MERIT**

The successful applicant can demonstrate that they are able to perform the duties of the position better than all other applicants;

**and**

the successful applicant can demonstrate that they are able to perform the duties of the position at a level closest to the optimal job performance required for the position.

The Public Sector Management Act, 1988 defines merit as:

" The abilities, qualifications, experience, standard of work performance and personal qualities of those persons that are relevant to the performance of those duties".

## **EFFECIENCY**

The successful applicant has the qualifications and aptitude to do the tasks required;

**and**

the successful applicant is diligent; meets the merit objective and has a record of good conduct.

# DISCRIMINATION

## What is discrimination?

When a person is treated less favourably than another in the same or similar circumstances.

NSW Anti-Discrimination Act 1994 (as amended) prohibits discrimination on the grounds of:

RACE  
SEX  
MARITAL STATUS  
PHYSICAL DISABILITY  
INTELLECTUAL DISABILITY  
HOMOSEXUALITY  
AGE  
TRANS-GENDER

## GROUNDS FOR DISCRIMINATION

<b><i>Race</i></b>	Includes colour, nationality and ethnic origin.
<b><i>Gender</i></b>	Covers the rights of females and males of all ages.
<b><i>Marital Status</i></b>	Includes people who are single, married, divorced, separated, widowed or living in a defacto relationship.
<b><i>Physical Impairment</i></b>	Includes all physical disabilities whether they have existed from birth or are the result of an illness or injury.
<b><i>Intellectual Impairment</i></b>	Includes any defect or disturbance in the normal structure and functioning of the brain, whether from birth or from illness or injury.
<b><i>Homosexuality</i></b>	Includes those persons whose sexual preference includes or is perceived to include a preference for people of the same gender.

**Age**

The Anti-Discrimination Act, 1994 makes it unlawful to discriminate against a person's age in the area of employment.

## **CONFIDENTIALITY**

It is the responsibility of the selection committee to ensure the integrity and confidentiality of the recruitment process by;

**Not disclosing the details or prospective applicants to other prospective applicants;**

**Not actively discouraging any potential applicant from applying;**

**Not favouring any applicant(s) with special treatment or inside information.**

## **Responsibilities of the Convenor**

- Directs the conduct of activities of the panel towards recommending the most efficient applicant for the position.
- Ensure that no member of the committee has a close personal relationship with any of the applicants.
- Ensure the culling of the applications is undertaken correctly.
- Follow EEO guidelines to ensure there is no unfair questions or assessment of the applicants.
- Attends to all clerical work associated with the selection reports.
- Provides post selection counselling.
- Appear for the Department if an appeal occurs.
- Convenor has the authority to dismiss the panel if there is a suggestion of malpractice, prejudice or unfair questioning or prompting. Such cases should be immediately referred to the Manager, Human Resources.

## **Responsibilities of the Second Panel Member and Independent**

- To ensure that the selection committee's findings are based only the evidence of the candidates;
- Assist in the construction of interview questions and participate fully in the interview process;
- To ensure that the results are not biased by the opinions of the other committee members.

# Appendix A

## Vacancy Card

DEPARTMENT OF JUVENILE JUSTICE - VACANCY CARD

DESIGNATION: \_\_\_\_\_

LOCATION/REGION: \_\_\_\_\_ UNIT: \_\_\_\_\_

POSITION CODE: \_\_\_\_\_ VERIFIED WITH ESTABLISHMENTS: \_\_\_\_\_

PREVIOUS OCCUPANT: \_\_\_\_\_ LAST DATE: \_\_\_\_\_

REASON FOR VACANCY: \_\_\_\_\_

IF PREVIOUS OCCUPANT TRANSFERRED OR PROMOTED, STATE TO WHICH POSITION/DEPARTMENT:

\_\_\_\_\_

- VACANCY TO BE FILLED BY A)
- B) TRANSFER (SECTION 50 OF THE PUBLIC SECTOR MANAGEMENT ACT, 1988.
  - C) ELIGIBILITY LIST (DATE EXPIRES \_\_\_\_\_)
  - D) ADVERTISING ACTION - PUBLIC SERVICE NOTICES ONLY
  - E) ADVERTISING ACTION - PUBLIC SERVICE NOTICES/PRESS
  - F) EXCESS OFFICER
  - G) ACCESS MERIT LIST HELD BY DEPARTMENT OF EDUCATION, EMPLOYMENT AND TRAINING (BASE GRADE, CLERICAL POSITIONS ONLY).

**NOTE: A DRAFT ADVERTISEMENT AND STATEMENT OF DUTIES MUST BE ATTACHED IF THE POSITION IS TO BE ADVERTISED.**

IF THE POSITION IS TO BE ADVERTISED IN THE PRESS, PLEASE INDICATE PUBLICATION(S)

\_\_\_\_\_

CONTACT OFFICER: \_\_\_\_\_ PHONE NUMBER: \_\_\_\_\_

CONVENOR: \_\_\_\_\_  
(MUST HAVE COMPLETED A SELECTION TECHNIQUES WORKSHOP)

- RECOMMENDATION TO FILL POSITION BY
- 1) SUBSTANTIVE APPOINTMENT
  - 2) SECTION 33/34 APPOINTMENT
  - 3) SECTION 38 APPOINTMENT

SUPPORTED AND FUNDS AVAILABLE

\_\_\_\_\_  
BRANCH/UNIT HEAD SIGNATURE      DESIGNATION      DATE

# Appendix B

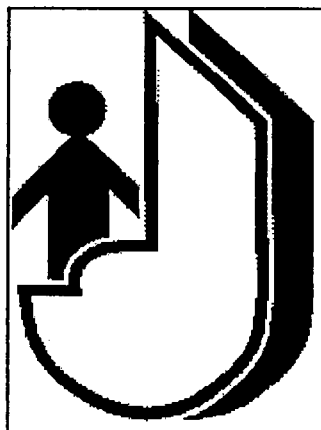
Information package

Casual Senior Youth Workers

*DEPARTMENT OF JUVENILE JUSTICE*

*INFORMATION PACKAGE*

1998





## STATEMENT OF DUTIES

**Department :** Department of Juvenile Justice

**Title:** Casual Senior Youth Worker

**Responsible to:** Centre Management Staff

**Responsible for:**

- ☞ Assisting in the care and supervision of the detainees in accordance with relevant legislation, departmental instructions and procedures, and each Centre's aim and objectives.
- ☞ Working to establish positive relationships with detainees so the capacity to understand their behaviour and influence attitudinal and behavioural change is enhanced.
- ☞ Sharing in the ongoing enhancement of the Centre's programmes and the implementation of educational, recreational and social activities aimed at the development of all detainees.
- ☞ Maintaining all records (log books, diaries, detainee files, C.I.S) and reporting as required, either verbally or in writing, on detainee progress, or any extraordinary incidents at the Centre including the measures taken to deal with such occurrences.
- ☞ Participating in regular staff meetings, formal staff performance appraisal programmes and staff development sessions, as required to improve personal skills, knowledge and "quality" of service.
- ☞ Encouraging and assisting detainees to develop and implement plans aimed at meeting specific needs related to their successful community re-integration.
- ☞ Participating in individual or group counselling sessions with detainees and families, as appropriate and practicable.
- ☞ Undertaking competency based training.
- ☞ Performing any other duties relating to the care of detainees or the benefit of the Centre as determined by the Centre Manager.

*APPLICATION FOR EMPLOYMENT - CASUAL  
SENIOR YOUTH WORKER*

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THIS DEPARTMENT IS AN EQUAL OPPORTUNITY EMPLOYER

If you have any queries regarding your application the Senior Employee Relations Officer will be able to assist you. You will be notified of the results of your application.

If you are called for interview or test and have any special requirements, please advise the Contact Officer for the vacancy. Any costs involved in attending interviews or tests must be met by the applicant.

Positions Number: \_\_\_\_\_

Location Sought: \_\_\_\_\_  
\_\_\_\_\_

Surname: \_\_\_\_\_ Title: \_\_\_\_\_

First/Other Name: \_\_\_\_\_

Previous/Other Name: \_\_\_\_\_  
\_\_\_\_\_

Date of Birth: \_\_\_\_\_

Place of Birth: \_\_\_\_\_  
\_\_\_\_\_

Contact Address: \_\_\_\_\_

Phone: (H) \_\_\_\_\_ (W) \_\_\_\_\_  
\_\_\_\_\_

Current Employer: \_\_\_\_\_

Address: \_\_\_\_\_

Position: \_\_\_\_\_  
\_\_\_\_\_

PLEASE RETURN YOUR APPLICATION TO THE ADDRESS SHOWN IN THE  
ADVERTISEMENT.

DEPARTMENT OF

# Juvenile Justice

Level 5, Roden Cutler House, 24 Campbell Street, Sydney NSW 2000 - P.O. Box K399, Haymarket NSW 1240  
Telephone: (02) 9289 3333 Facsimile: (02) 9289 3399

**CENTRAL SUPPORT OFFICE**

## HEALTH DECLARATION (CONFIDENTIAL)

Do you currently have any illness, disability or condition which may affect your performance in carrying out the duties of the position.

YES/NO (If yes please provide details below)

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I certify that the above information is true as at \_\_\_\_\_ (date).

I understand subject to information provided, I may be required to undertake a health assessment.

Name: \_\_\_\_\_

Signed: \_\_\_\_\_



**NEW SOUTH WALES PUBLIC SERVICE  
APPLICATION FOR  
EMPLOYMENT/TRANSFER/  
PROMOTION**

FOR OFFICE USE ONLY

**EQUALITY OF EMPLOYMENT OPPORTUNITY AND  
APPOINTMENT ON MERIT ARE PUBLIC SERVICE POLICY**

**PLEASE RETURN YOUR APPLICATION TO THE ADDRESS SHOWN  
IN THE ADVERTISEMENT**

If you have any queries regarding your application or any other matter, the recruitment officer will be able to assist you. You will be notified of the results of your application.  
If you are called for an interview and have any special requirements (e.g. wheelchair access to building, interpreter for hearing impaired persons) advise the contact officer for the vacancy.  
NSW Government is not required to refund any costs involved in attending interviews or tests.

**INTERVIEW**

YES  NO

Notified of interview:

Date: / /

Time: am/pm

Documents sighted

**POSITION APPLIED FOR:**  
**DEPARTMENT:**  
**BRANCH/DIVISION:**  
**LOCATION (if applicable):**  
**POSITION NO:**

[Dotted grid area for position details]

**LAST/FAMILY NAME:**  
**TITLE:**  
**FIRST/OTHER NAMES:**

[Dotted grid area for name and title details]

**CONTACT ADDRESS:**  
*(include postcode)*  
**PHONE NOS. — WORK: — HOME:**  
**HOME: — WORK: — HOME:**

[Dotted grid area for contact address and phone numbers]

**PRESENT EMPLOYER:**  
*(if applicable)*  
**ADDRESS:**  
*(include postcode)*  
**POSITION:**  
**DATE APPOINTED:**  
**SALARY:**

[Dotted grid area for present employer details]

**FOR CURRENT NSW GOVERNMENT EMPLOYEES ONLY**

**STANTIVE POSITION:**  
*(if applicable)*  
**DATE APPOINTED:**  
**ALLOWANCE (if any):**  
**EMPLOYMENT STATUS:**  
*(if applicable)*

[Dotted grid area for current NSW government employee details]

# APPLYING FOR A JOB IN THE DEPARTMENT OF JUVENILE JUSTICE

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The Department of Juvenile Justice is an equal opportunity employer and applications for all positions are welcome from women, Aboriginal people, people of non-English speaking background and people with a disability.

Selection and promotion are based on merit and efficiency.

## PREPARATION

It is always a good idea to make inquiries regarding the position by telephoning the Contact Officer nominated in the advertisement.

Prepare your questions before telephoning to clarify any queries or further information you may require. Discuss the duties and responsibilities of the position, and the type of background and experience being sought.

Ask the Contact Officer to supply you with a copy of the relevant Position Description, and organisation chart, other relevant information which will enable you to address your application more fully to the position and an application form. (Most Contact Officers will have a prepared package of all the above for applicants which will be mailed on request.)

If possible, try to arrange a mutually convenient time and date to visit the workplace to meet the Contact Officer (usually the Supervisor of the position) and gain further information pertinent to the position.

## THE APPLICATION FORM

Your first step in applying for an advertised job is to ensure you meet all the essential requirements listed in the advertisement, and ascertain whether you are capable of meeting all or some of the desirable requirements.

Be precise in detailing your educational qualifications and remember that overseas qualifications must be equated to Australian standards. It is your responsibility to provide proof of this. You can obtain advice from :

Migrant Skills & Qualifications Unit  
Department of Training & Education Co-ordination  
255 Elizabeth Street  
Sydney NSW 2000  
Phone : 269 3529

To enable the Selection Committee to give every consideration to your application will need to attach a resumé detailing the following areas:

EDUCATION

Please give details of any school studies and/or any university or college studies completed or being undertaken. Show the institution, years attended and results. List any subjects relevant to the position.

EMPLOYMENT

Please provide full details of your employment history, including any previous employment in the NSW Public Service. You may include any temporary or part-time positions and experience gained in Australia or overseas. Information should include title of job, name of employer, dates, positions held, functions and responsibilities.

CLAIM FOR POSITION

The advertisement lists certain essential criteria which will be used to assess your application. This form lists each of these criteria and space is provided for you to indicate how you meet them. There may also be desirable criteria listed. Indicate if and how you meet these to aid your application. Please give details of how your skills and experience relate to the requirements of the job, so that the selection committee can form an accurate opinion of your eligibility for the position. If you need advice about whether skills or qualifications gained overseas meet a specified criterion, information may be obtained from the Contact Officer for the vacancy or the Migrant Employment and Qualifications Board of the NSW Department of Further Education, Training and Employment on (02) 9266 8069 or (02) 9266 8282.

ADDITIONAL INFORMATION

Please give details of any additional skills, qualifications, interests, activities or any other matters which may assist your claim for the position you seek. You may include: Languages; Short Courses; Social/Sporting Interests; Computer/Technical Skills; Union Membership; Driver's Licence; Community Activities.

REFEREES

To assist your application you should provide the names and telephone numbers of two people who may be contacted about your application. If approached, they will be asked to provide information on your past employment and work performance, relevant to the selection criteria for this position.

Employment is subject to:

- a) The applicant being an Australian citizen or having the status of permanent resident in Australia.
- b) The applicant providing a statement that they are physically capable to undertake the duties of the position.
- c) The applicant providing proof of identity (and any other necessary documentation).
- d) A criminal history clearance.

**Any statement on your application which is found to be deliberately misleading could make you, if employed, liable to dismissal.**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

THANK YOU FOR APPLYING

SENIOR YOUTH WORKER APPLICANTS - DETAILS SHEET

TITLE: Mr/Ms/Mrs/Other: \_\_\_\_\_

SURNAME: \_\_\_\_\_

FIRST NAME: \_\_\_\_\_

OTHER NAMES: \_\_\_\_\_

PREVIOUS NAMES: (If applicable) \_\_\_\_\_

CONTACT PHONE NO: \_\_\_\_\_

DATE OF BIRTH:     /     /

GENDER: MALE/FEMALE

PLACE OF BIRTH: \_\_\_\_\_

(TOWN/CITY)

\_\_\_\_\_ (COUNTRY)

HIGHEST EDUCATIONAL QUALIFICATION (eg: HSC, School Certificate) \_\_\_\_\_

*The following information is voluntary; and will be used by the Department for compiling E.E.O. statistics only.*

ARE YOU:

PLEASE CIRCLE

(a) from a non-English speaking background?  
(If yes, please specify: \_\_\_\_\_ )

YES/NO

(b) of Aboriginal or Torres Strait Islander decent?

YES/NO

(c) have a disability:  
(If yes, please specify: \_\_\_\_\_ )

YES/NO

(d) fluent in a language other than English?  
(If yes, please specify: \_\_\_\_\_ )

YES/NO

(e) do you have overseas qualifications?  
(If yes, please specify) \_\_\_\_\_

YES/NO

.....

# GETTING A JOB IN THE NEW SOUTH WALES GOVERNMENT

.....

## WHAT DOES THE NSW GOVERNMENT DO?

Agencies within the NSW Government undertake a range of different functions. Some examples are:

- ☞ services to the public (eg the Department of Health and Department of School Education).
- ☞ protecting natural resources and cultural assets (eg the Environment Protection Authority, Department of National Parks and Wildlife, and Ministry of Arts).
- ☞ maintaining public order and safety (eg the Police Service and the Department of Corrective Services).
- ☞ providing infrastructure (eg State Rail, the Roads and Traffic Authority, and State Transit).
- ☞ promoting social justice (the Department of Aboriginal Affairs and the Ethnic Affairs Commission).
- ☞ developing the market and promoting economic development in NSW (eg the Department of State and Regional Development).

## EMPLOYMENT OPPORTUNITIES IN THE NSW GOVERNMENT

The NSW Government offers a wide selection of challenging jobs. Jobs as teachers, lawyers, engineers, nurses, clerks, train drivers, computer programmers, tradespeople, police officers, scientists and librarians are just a few examples.

Today's NSW public sector is dedicated to serving customers and the community and utilise modern management methods and technology. NSW Government employees receive excellent training and the achievements and opportunities available in the Government match those of leading private sector companies.

If you're looking for a dynamic, learning workplace where service, effort and initiative are recognised, you'll find it in the NSW Government.



## GOOD CONDITIONS

Whether you are looking for a short term job or a long term career, the NSW Government currently offers excellent conditions of employment including:

- ✓ flexible working hours and work practices eg job sharing;
- ✓ equal employment opportunity;
- ✓ promotional prospects based on merit selection;
- ✓ career development opportunities;
- ✓ competitive pay;
- ✓ four weeks annual leave and leave loading;
- ✓ fifteen days paid sick leave;
- ✓ nine weeks paid maternity leave;
- ✓ two months paid long service leave after ten years service;
- ✓ family and community service leave.

## WHERE TO LOOK FOR INFORMATION ABOUT JOBS

The best place to find jobs in the NSW Government is in the employment section of Saturday's *Sydney Morning Herald* and *Daily Telegraph*.

Some NSW Government organisations also place display advertisements in the main part of the employment section of these newspapers. Management and specialist jobs as well as traineeships, cadetships, apprenticeships and graduate intakes are advertised in this way.

Local newspapers, professional journals, business newspapers and ethnic newspapers are other places where NSW Government jobs are sometimes advertised.

NSW Government organisations also select entry level staff, graduate trainees, mid-level clerical or administrative staff, and temporary employees through Recruitment Services Australia (RSA), a branch of the Commonwealth Department of Employment, Education, Training and Youth Affairs (DEETYA).

In order to be eligible, applicants must achieve a good result on the Public Service Recruitment Test which is conducted several times each year and also complete the Public Sector Recruitment Questionnaire which is filled out by the applicant at home. Together, the test and questionnaire provide comprehensive information about each person's skills, attributes, qualifications, experience and work preferences.

If you are interested in sitting for this test, you should contact your local Centerlink or telephone the RSA office in Sydney (State Staff) on (02) 9242 4300 where you will be able to find out about dates for the next test and obtain a practical test.

## **DO YOU HAVE A SPECIAL EMPLOYMENT NEED?**

There a number of special employment and training programs available to assist particular groups in the community gain employment in the NSW Government.

### **Unemployed People**

National Training Wage Traineeships are available in the NSW Government for unemployed people. Although permanent appointment is not guaranteed, these traineeships provide excellent work experience and training opportunities that allow people to compete more effectively for today's jobs. The traineeships categories available are: Office Assistant, Laboratory Assistant, Stores Assistant, and Hospitality Operations.

Your local Centerlink office or Department of Training and Education Co-ordination (DTEC) office can provide more information on the traineeships.

### **Aboriginal Employment Program**

Aboriginal people are assisted in gaining employment in the NSW Government through a number of special employment programs. These programs include apprenticeships, some technical and professional positions and clerical or administrative jobs.

For more information about these programs, contact Aboriginal Programs, Department of Training and Education Co-ordination (DTEC) telephone (02) 9266 8087.

### **People with Disabilities**

People with a disability are employed in the NSW Government. Special programs, equipment and facilities are available to assist people with a disability gain employment. For further information, contact the Education Access Services Branch of DTEC on (02) 9266 8130.

### **People with Overseas Qualifications**

If you need advice on gaining recognition for a qualification gained overseas, contact Migrant Skills and Qualifications Services, DTEC, on (02) 9266 8704.

## **HOW DO I APPLY?**

For NSW Government positions, you will need to apply, in writing, to the agency advertising the job. Your job application determines whether you will get an interview. It is your opportunity to show the selection committee that you have the knowledge, skills, experience and ability to do the job.

You should take the following steps when preparing your application:

\* **Read the Advertisement**

Read the job advertisement closely as it usually includes a brief description of the job and the selection criteria. It also gives you a contact name, address and a closing date for applications.

\* **Telephone the Contact Person**

A contact person will be named in the advertisement. You can gain more information about the job by phoning the contact person. Ask for a copy of the position description as well as any other relevant documentation which could help you with your application, such as the most recent annual report for the organisation.

Speaking to the contact person may also help you decide whether to apply for the job, and what aspects of your qualifications and experience you should emphasise in your application.

\* **Complete the application form**

A standard job application form will often be sent as part of the information package for the position. It can also be obtained from the contact person. Complete this form and enclose it with our application and resume.

\* **Write a Covering Letter**

A short letter of introduction is an excellent opportunity to create a positive first impression on an employer. In it you should summarise your qualifications, skills and why you think you are the best person for the job. This is often referred to as your claim for the position. The points you make should be expanded on when you address the selection criteria.

\* **Address the selection criteria**

The job requirements stated in the advertisement will include essential criteria and sometimes additional desirable criteria.

You should clearly and concisely address each selection criterion in a separate statement of claim attached to your covering letter. Show how your skills, qualifications, abilities and training are relevant.

Applicants who do not specifically address the criteria may not be called for an interview.

\* **Attach Your Resumé**

Attach a resumé with details of your skills, education and employment history. If you have gained skills, knowledge or experience outside of work or overseas include them in your resumé.

### Name Two Referees

Include the names and phone numbers of at least two referees who can comment on your recent work performance or provide personal references.

### \* Send Your Application

Ensure your application reaches the address set out in the job advertisement by the stated closing date.

## CHOOSING THE BEST PERSON

Choosing the best person for the job is part on the NSW Government policy of equal employment opportunity.

Employees in NSW Government jobs are appointed on merit. This means that if your qualifications, experience, skills, standard of work performance and personal qualities best match the job requirements, you will be selected.

The selection process in the NSW Government involves a number of stages which provide the necessary information for the selection committee to select the most meritorious candidate for the position. These stages are:

### \* Shortlisting

The selection committee meets, usually within ten working days of the closing date, to assess all applications against the selection criteria and to decide who will be interviewed. If you do not meet all the essential criteria for the job, you may not be considered for an interview.

### \* Interviewing and Further Assessment

The selection committee can use a combination of methods for assessing applicants. These may include interviews, work samples, performance tests (eg knowledge test, case study, oral presentation) and ability tests (typing speed, shorthand, literacy and numeracy).

If you are selected for interview or other further assessment, you will be given at least three days notice to prepare yourself. You may be asked to bring samples of your work to the interview.

The selection committee is usually made up of three people and they will ask you questions related to the selection criteria.

If you have and special requirements (eg disabled parking, wheelchair access, sign language interpreter), tell the contact person so that appropriate arrangements can be made.

## Referee checks

The convenor of the selection panel will often contact the referees nominated in your application to seek further information about your fitness for the position and validate claims of suitability.

## WHAT HAPPENS NEXT?

If you are selected for the job you will be telephoned by the selection committee convenor with a job offer. This is usually done within 7-10 days of the interview. If you accept the job, the offer will be confirmed in writing.

If your application is unsuccessful, you will be notified in writing, usually within 14 days of the interview, after the successful candidate has accepted the offer.

Unsuccessful applicants are encouraged to request a post-selection discussion with the convenor of the selection committee. This can help you understand the committee's decision and to discuss ways that you can improve your application or interview performance when you next apply.

## Pre-selection Testing for the Position of Senior Youth Worker

As part of your application for work as a Senior Youth Worker you may be required to undertake pre-selection tests in reading comprehension, writing skills and reasoning.

Below are example and practice questions from the reading comprehension and reasoning tests to enable you to become familiar with the test format. The writing skills test will require you to read a passage or article and write answers to questions about the article.

### Example A

In Example A you are asked to read the example passage and choose the best answer to the questions that are asked.

For Question P1 the answer is A. For P2 the answer is B and in P3 the answer is D.

### Example B

In Example B you will see in the top half of the page a pattern with a blank space in it (A1). Below this pattern there are six small pieces numbered 1, 2, 3 and then 4, 5, 6. You have to find which one of the pieces will complete the pattern. These pieces are all the same size and shape as the missing piece so there is no measuring to be done, but only one of them will complete the pattern.

Look at piece number 1 - that won't do, because it is a different pattern. It has thick black lines across it. Number 2 is a blank piece, so it won't complete any pattern. Number 3 has checks, number 5 is a cross, so they won't do.

Now what about 6, it is the right kind of pattern, but there is a bit missing at the end. That is piece number 4, and that, you can see, is the right answer. It is the only one which would complete the pattern if it were placed in the blank space.

Turn over the page to A2. The answer is 5. Turn over the page again and try A3. The answer is 1.

The three tests will take approximately two hours to complete. All writing materials are supplied.

DIRECTIONS

EXAMPLE A

This is a test of ability to read and understand written material. There are six passages of text within this test, and 32 questions which relate to these passages. Your task is to read each passage, read the questions that follow the passage, and choose the one best answer from the four options (A, B, C and D) provided for each question. Then, on the separate answer sheet, mark your answer to each question by using a pencil to fill in the box under the appropriate letter, A, B, C or D.

After you have read the example passage below, read practice question P1 which follows it, choose the best answer, and mark it in the Practice Examples section of the separate answer sheet. Then do the same for practice questions P2 and P3.

EXAMPLE PASSAGE

The basic materials in bricklaying are bricks and mortar. Bricks are usually made of clay, and mortar is usually made of water, sand, and cement and/or lime. The purpose of mortar is to join separate bricks into one solid mass.

P1 Bricks are usually made of

- A clay.
- B wood.
- C metal.
- D plastic.

P2 What are the basic materials in bricklaying?

- A glass and putty
- B bricks and mortar
- C pipes and adhesives
- D electrical components

P3 Mortar is used to

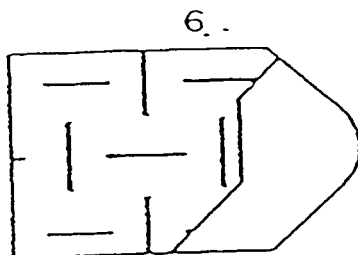
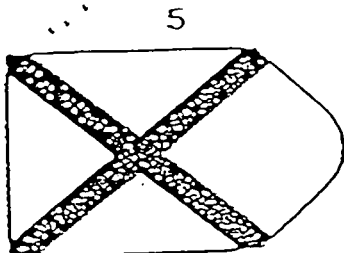
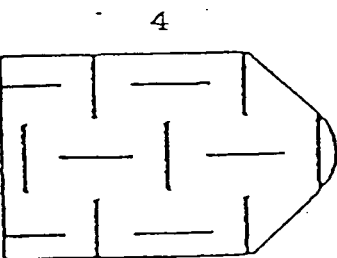
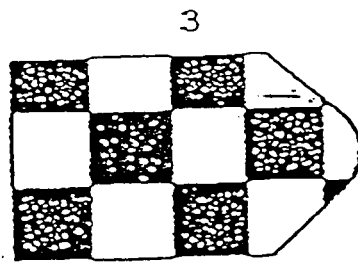
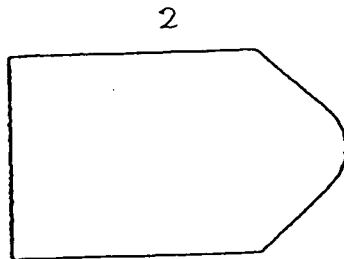
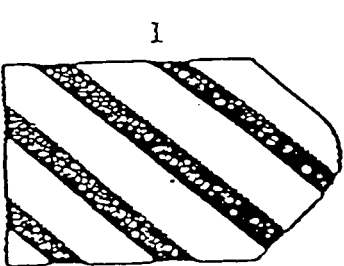
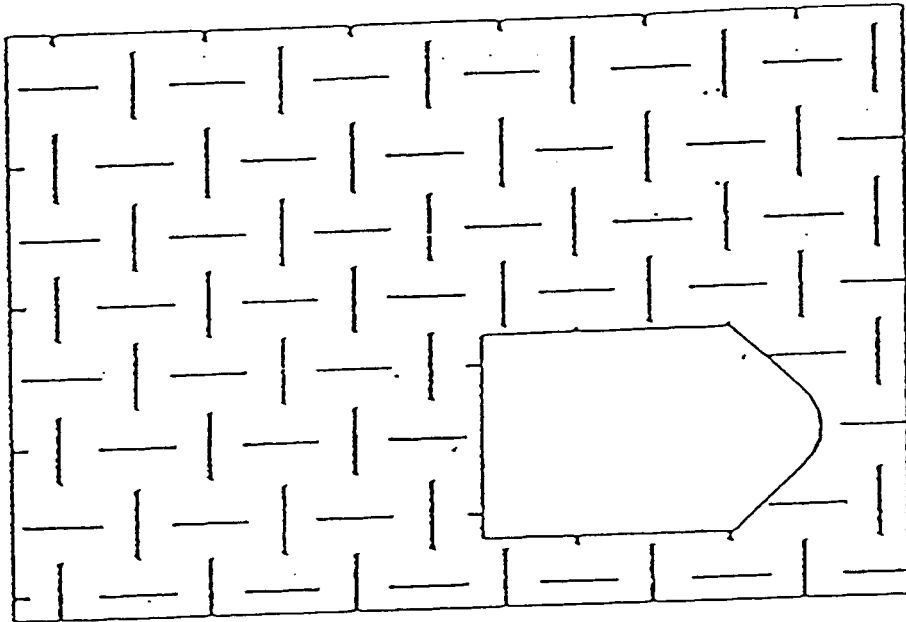
- A decorate brick structures.
- B prevent bricks sticking together.
- C reduce the weight of brick structures.
- D join separate bricks into one solid mass.

Answer each question only by referring to the information in the relevant passage. Work as quickly as you can without making mistakes. If you wish to change an answer, erase your first mark completely and mark your new answer clearly. Please do not make any other marks on the answer sheet.

SET A

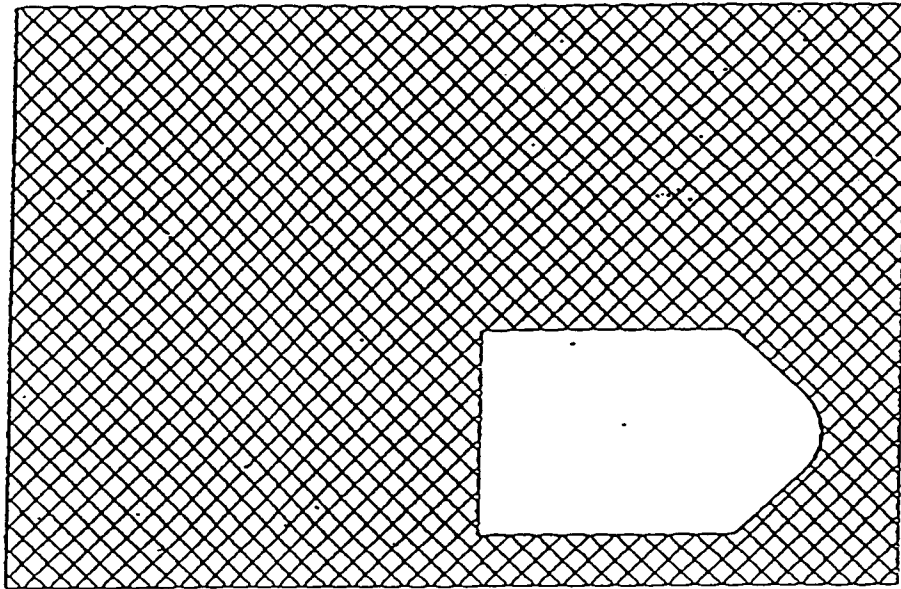
A1

EXAMPLE B





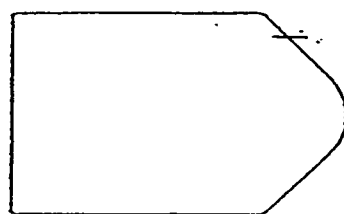
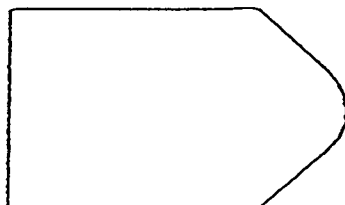
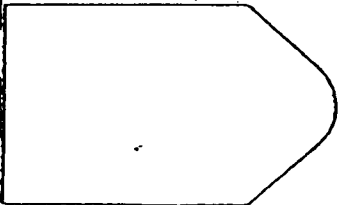
A2



1

2

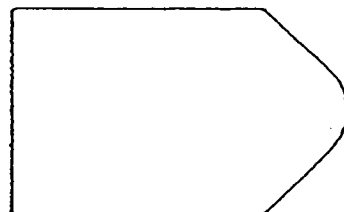
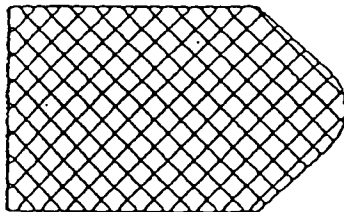
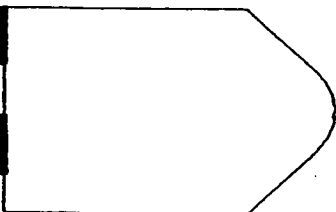
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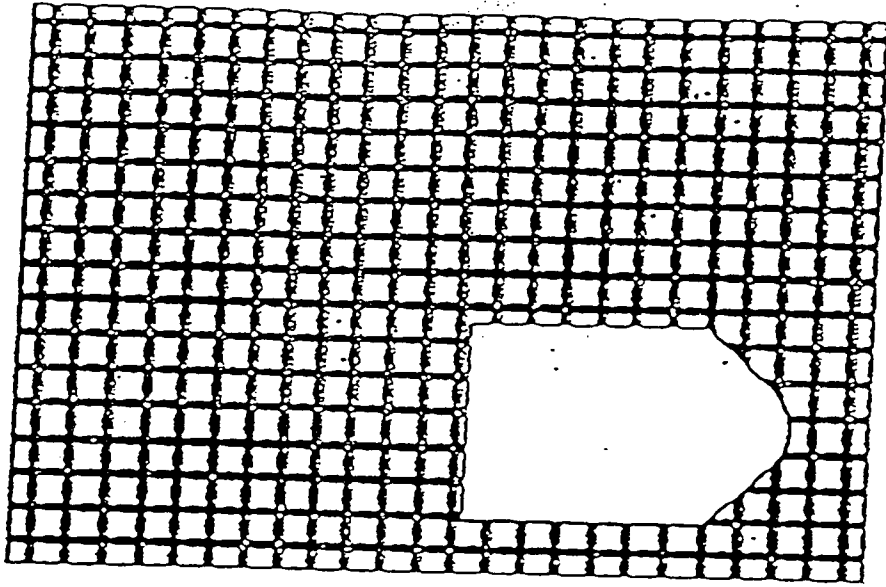
4

5

6



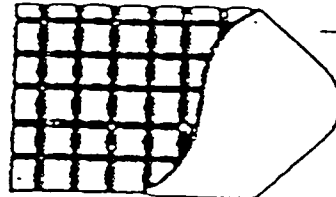
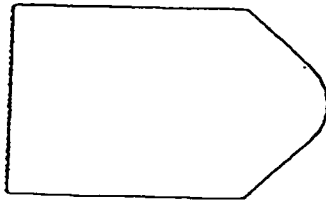
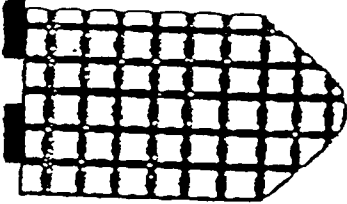
A3



1

2

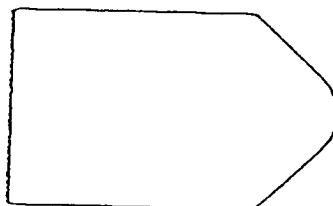
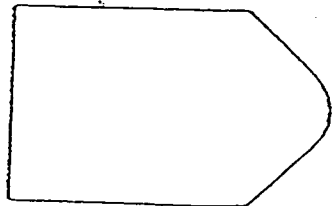
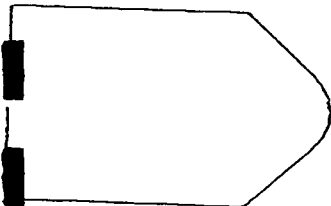
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4

5

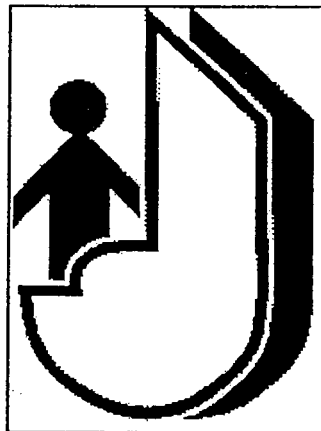
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*DEPARTMENT OF JUVENILE JUSTICE*

*INFORMATION PACKAGE*

1998



This package which includes the Corporate Plan has been prepared to provide information to persons to assist with studies, or for a general understanding of Juvenile Justice in New South Wales.

The Minister for Community Services, Aged Services and Disability Services is responsible for the Department of Juvenile Justice.

The Department provides three areas of service:

Community  
Juvenile Justice Centres  
Central Support Office

All Juvenile Justice Services are governed by Legislation and the main Legislation is:

Children (Criminal Proceedings) Act, 1987  
Children (Detention Centres) Act, 1987  
Children (Community Services Orders) Act, 1987

The criminal age is 10 years and generally children aged up to 18 years are accommodated in Juvenile Justice Centres, although persons up to 21 years can be admitted if:-

1. They had committed the offence prior to their 18th birthday.
2. They are directed by the District or Supreme Court to serve part of their sentence in a Juvenile Justice Centre up until they reach 21 years of age.

## INTRODUCTION OF JUVENILE JUSTICE SERVICES

Juvenile Justice in New South Wales has three distinct areas involved in the administration of juvenile justice services:-

1. Community Services
2. Juvenile Justice Centres
3. Central Support Office

### COMMUNITY PROGRAMS

The aim of Juvenile Justice is to provide a variety of community based program designed to support and guide juveniles who are in conflict with the law, to assist them comply with their court order and minimise re-offending.

The following of community based program provide the Courts with an alternative to placing juveniles in the Juvenile Justice Centre environment where they can address factors that contributed to their offending behaviour and assist in community reintegration.

#### Supervision:

The Courts can release a Juvenile on recognisance, probation or parole and include as a condition of that order, a requirement for supervision by departmental staff from the Juvenile Justice Community Services.

#### Community Service Orders:

As an alternative to a Control Order, a Court can order a juvenile offender to participate in a period of up to 100 hours Community Service.

The staff of the Juvenile Justice Community Services, including sessional supervisors work with community agencies to provide the supervision of this program.

#### Fine Default Scheme:

This scheme enables juveniles to complete a specific number of hours community work for the non-payment of fines.

#### Railway Reparation Scheme:

This particular scheme is designed to provide an avenue for a juvenile offender, who has carried out acts of vandalism to railway property or failed to pay fines, to provide restitution to the State Rail Authority.

#### Intensive Programs Units:

Juvenile Justice provides a specialised community based program called, "Intensive Programs Units."

The IPU program provides counselling, support and guidance within a community setting.

Currently, this program is available through Stanmore, Blacktown, and Liverpool Intensive Programs Units. (IPU) and Armidale, Orange, Newcastle, Wollongong, Wagga Wagga and Grafton Community Offices.

#### Personal Development Program:

A special program has been designed to work with juvenile offenders who have been involved in sexual offences.

This program is deigned to work with juveniles both in the community or who are in custody.

#### Juvenile Justice Community Centres:

In Metropolitan areas the Juvenile Justice Officers are located in teams at Blacktown, Campbelltown, Sydney Central, Chatswood and Fairfield, with other officers designated to various country areas throughout the state.

This program was established to provide diversion, assessment, support, guidance and supervision.

Juvenile Justice Community Services staff, besides providing support and supervision as outlined previously, also offer assessment reports and information to the Courts.

Finding alternative placements, if family breakdown cannot be resolved, and providing the juvenile and their family with range of support agencies to assist with re-integration of an offender into the community are also tasks undertaken by the Juvenile Justice.

A series of new departmental initiative to break the juvenile crime cycle is enclosed in this package.

#### Juvenile Justice Centres:

Ten (10) Juvenile Justice Centres are currently operated in New South Wales.

A juvenile offender is placed in a Juvenile Justice Centre only when the Court has no other alternative.

Prior to a juvenile being placed on a Control Order (sentence) the Court usually has tried a variety of alternatives.

ie: Admonished and Discharge  
Probation  
Recognisance  
Community Service Order

The ten (10) Juvenile Justice Centres are located as follows:-

CENTRE	LOCATION	POPULATION CAPACITY
Mt Penang	Pacific Highway KARIONG 2250	Caters for 180 juvenile male offenders between the ages of 16-21.
Cobham	Cnr Great Western Highway and Water Street ST MARYS 2760	Provides for a maximum of 46 juveniles in single room accommodation, with three dual accommodation rooms available for young people requiring overnight support.
Worimi	21 Lambton Road BROADMEADOW 2292	Accommodates 35 juvenile offenders, mostly male from the Hunter Region.
Riverina	Fernleigh Road WAGGA WAGGA 2650	Has the capacity to house 34 juvenile offenders.
Keelong	Staff Road UNANDERRA 2526	Caters for 28 residents.
Minda	Joseph Street LIDCOMBE 2141	Caters for a maximum of 65 residents.
Yasmar	Parramatta Road HABERFIELD 2045	Provides 34 beds for the young women's program and young people on remand.
Reiby	Briar Road CAMPBELLTOWN 2560	Caters for up to 93 residents
Kariong	Pacific Highway KARIONG 2250	A high security unit which caters for 48 residents.
Broken Hill	146 Chloride Street	Caters for 6 young people on

SELECTION COMMITTEE REPORT - RECOMMENDATION

POSITION TITLE: ..... POSITION NO: .....

APPLICATIONS RECEIVED: IN SERVICE ..... OUT OF SERVICE ..... TOTAL NUMBER .....

APPLICANTS CALLED: IN SERVICE ..... OUT OF SERVICE ..... TOTAL APPLICANTS CALLED .....

SALARY RANGE: \$ ..... (min) TO \$ ..... (max)

RECOMMENDED APPLICANT: ..... RECOMMENDED SALARY: \$ ..... YR OF SALARY SCALE: .....

(Supporting documents must be submitted if a higher commencing salary is recommended)

REFEREE CHECKS COMPLETE: YES/NO

DOCUMENTS SIGHTED: ..... CURRENT DEPARTMENT: .....

ESSENTIAL QUALIFICATIONS NOT SIGHTED: .....

REASONS FOR RECOMMENDATION

CONVENOR: ..... 2nd MEMBER: ..... INDEPENDENT: ..... OTHER: ..... DATE: .....

(Signature) (Signature) (Signature) (Signature)

Please circle appropriate: APPOINTMENT / TEMPORARY APPOINTMENT (S33/34) / TEMPORARY EMPLOYMENT (S38) / CASUAL

REPORT VERIFIED:.....  
(H.R. USE ONLY)





DEPARTMENT OF JUVENILE JUSTICE

CASUAL SENIOR YOUTH WORKER

UNSUCCESSFUL APPLICANTS

POSITION No: \_\_\_\_\_

DATE OF CULL: \_\_\_\_\_

LOCATION: \_\_\_\_\_

DATE OF INTERVIEW: \_\_\_\_\_

COMMITTEE: \_\_\_\_\_  
\_\_\_\_\_

INTERVIEW QUESTIONS:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

(Please tick the appropriate box to indicate whether the applicant was satisfactory or unsatisfactory in answering the above questions)

UNSUCCESSFUL APPLICANT No: \_\_\_\_\_ UNSUCCESSFUL APPLICANT No: \_\_\_\_\_

NAME: \_\_\_\_\_

NAME: \_\_\_\_\_

	YES	NO
1.	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>
6.	<input type="checkbox"/>	<input type="checkbox"/>
7.	<input type="checkbox"/>	<input type="checkbox"/>
8.	<input type="checkbox"/>	<input type="checkbox"/>
9.	<input type="checkbox"/>	<input type="checkbox"/>
10.	<input type="checkbox"/>	<input type="checkbox"/>

	YES	NO
1.	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>
6.	<input type="checkbox"/>	<input type="checkbox"/>
7.	<input type="checkbox"/>	<input type="checkbox"/>
8.	<input type="checkbox"/>	<input type="checkbox"/>
9.	<input type="checkbox"/>	<input type="checkbox"/>
10.	<input type="checkbox"/>	<input type="checkbox"/>

SELECTION COMMITTEE REPORT - UNSUCCESSFUL

UNSUCCESSFUL APPLICANT No: \_\_\_\_\_

UNSUCCESSFUL APPLICANT No: \_\_\_\_\_

NAME: \_\_\_\_\_

NAME: \_\_\_\_\_

	YES	NO
1.	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>
6.	<input type="checkbox"/>	<input type="checkbox"/>
7.	<input type="checkbox"/>	<input type="checkbox"/>
8.	<input type="checkbox"/>	<input type="checkbox"/>
9.	<input type="checkbox"/>	<input type="checkbox"/>
10.	<input type="checkbox"/>	<input type="checkbox"/>

	YES	NO
1.	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>
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9.	<input type="checkbox"/>	<input type="checkbox"/>
10.	<input type="checkbox"/>	<input type="checkbox"/>

UNSUCCESSFUL APPLICANT No: \_\_\_\_\_

UNSUCCESSFUL APPLICANT No: \_\_\_\_\_

NAME: \_\_\_\_\_

NAME: \_\_\_\_\_

	YES	NO
1.	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>
6.	<input type="checkbox"/>	<input type="checkbox"/>
7.	<input type="checkbox"/>	<input type="checkbox"/>
8.	<input type="checkbox"/>	<input type="checkbox"/>
9.	<input type="checkbox"/>	<input type="checkbox"/>
10.	<input type="checkbox"/>	<input type="checkbox"/>

	YES	NO
1.	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>
6.	<input type="checkbox"/>	<input type="checkbox"/>
7.	<input type="checkbox"/>	<input type="checkbox"/>
8.	<input type="checkbox"/>	<input type="checkbox"/>
9.	<input type="checkbox"/>	<input type="checkbox"/>
10.	<input type="checkbox"/>	<input type="checkbox"/>

**SELECTION COMMITTEE SIGNATURES:**

CONVENOR: \_\_\_\_\_

2nd MEMBER: \_\_\_\_\_

INDEPENDENT: \_\_\_\_\_

OTHER: \_\_\_\_\_

DATE: \_\_\_\_\_

# DEPARTMENT OF JUVENILE JUSTICE

## DIRECTOR-GENERAL'S INSTRUCTION NO 176/97

Contact Officer: E Lamond  
Manager Human Resources &  
Staff Training  
Phone Number: (02) 9289 3340  
Date: 28 May, 1997

Administration	Human Resources	Referee Reports
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### REFEREE REPORTS

In order to improve the quality of selection decisions I require all convenors of selection committees to ensure that at least one referee report, preferably two, accompanies the selection committee's report on the recommended applicant. One report must be from the applicant's current supervisor.

Where the current supervisor is likely to be a member of the selection panel, applicants should consider nominating another referee. Where this is not possible, the panel member acting as referee must provide only the information specified in the Referee Report Form relating to the applicant's work performance and the essential requirements for the position.

The convenor should record each referee's details and comments on the "Referee Report" form before returning the file for approval. Referee report/s must also be obtained for those placed on an eligibility list.

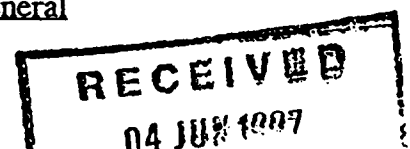
Use of the current form is to be discontinued immediately and the revised form (copy attached) is to be copied and distributed.

Any inquiries regarding referee reports or the new form should be directed to Linda Smith on (02) 9289 3339.



KEN BUTTRUM  
Director General

Ms E Lamond  
Manager Human Resources and Staff Training



# REFEREE REPORT

At least two referee reports must accompany the Selection Committee's recommendation for the successful applicant. One of these must be from the applicant's current supervisor. Referee reports must also be obtained for those placed on an eligibility list.

Applicant: \_\_\_\_\_

Position applied for: \_\_\_\_\_ No: \_\_\_\_\_

Name of referee: \_\_\_\_\_ Position: \_\_\_\_\_

Organisation: \_\_\_\_\_ Phone: \_\_\_\_\_

## QUESTIONS FOR THE REFEREE

1. What is your overall rating of the applicant's work performance? eg. excellent, satisfactory, poor.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Please comment specifically on:  
(List the essential requirements of the position.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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3. Any other comments?

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4. Thank the referee for their time.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Convenor

DEPARTMENT OF JUVENILE JUSTICE

SELECTION COMMITTEE REPORT - RECOMMENDATION

POSITION TITLE: ..... POSITION NO: .....

APPLICATIONS RECEIVED: IN SERVICE ..... OUT OF SERVICE ..... TOTAL NUMBER .....

APPLICANTS CALLED: IN SERVICE ..... OUT OF SERVICE ..... TOTAL APPLICANTS CALLED .....

SALARY RANGE: \$ ..... (min) TO \$ ..... (max)

RECOMMENDED APPLICANT: ..... RECOMMENDED SALARY: \$ ..... YR OF SALARY SCALE: .....  
(Supporting documents must be submitted if a higher commencing salary is recommended)

REFEREE CHECKS COMPLETE: YES/NO

DOCUMENTS SIGHTED: ..... CURRENT DEPARTMENT: .....

ESSENTIAL QUALIFICATIONS NOT SIGHTED: .....

REASONS FOR RECOMMENDATION

.....  
.....  
.....  
.....  
.....  
.....  
.....

CONVENOR: ..... 2nd MEMBER: ..... INDEPENDENT: ..... OTHER: ..... DATE: .....  
(Signature) (Signature) (Signature) (Signature)

Please circle appropriate: APPOINTMENT / TEMPORARY APPOINTMENT (S33/34) / TEMPORARY EMPLOYMENT (S38)

REPORT VERIFIED:.....  
(H.R. USE ONLY)





DEPARTMENT OF JUVENILE JUSTICE

SELECTION COMMITTEE REPORT - UNSUCCESSFUL APPLICANTS INTERVIEWED

REASONS FOR NOT RECOMMENDING

NAME OF APPLICANT : .....

CURRENT DEPARTMENT: .....

NAME OF APPLICANT : .....

CURRENT DEPARTMENT: .....

NAME OF APPLICANT : .....

CURRENT DEPARTMENT: .....

NAME OF APPLICANT : .....

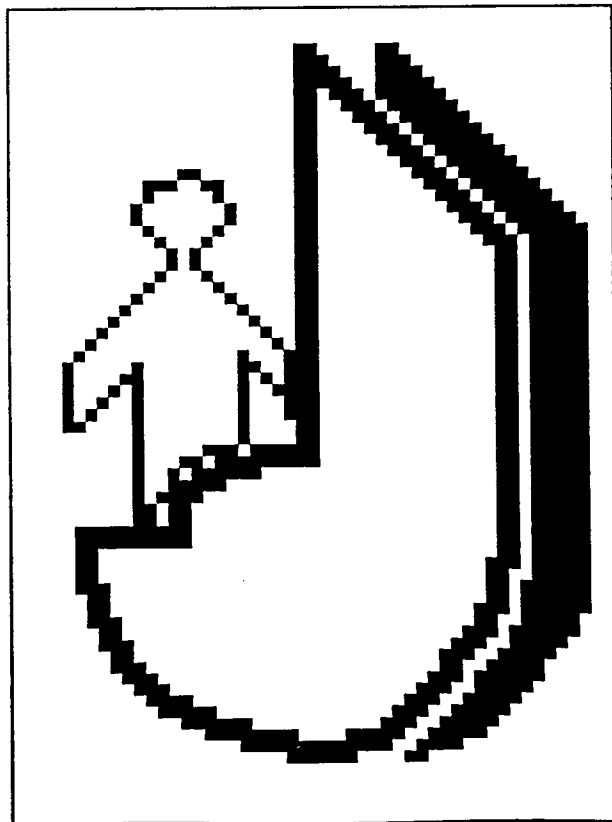
CURRENT DEPARTMENT: .....

CONVENOR: ..... 2nd MEMBER: ..... INDEPENDENT: ..... OTHER: ..... DATE: .....  
(Signature) (Signature) (Signature) (Signature)

# SENIOR YOUTH WORKER

## DEPARTMENT OF JUVENILE JUSTICE INFORMATION PACKAGE

1998



This package which includes the Corporate Plan has been prepared to provide information to persons to assist with studies, or for a general understanding of Juvenile Justice in New South Wales.

The Minister for Community Services, Aged Services and Disability Services is responsible for the Department of Juvenile Justice.

The Department provides three areas of service:

Community  
Juvenile Justice Centres  
Central Support Office

All Juvenile Justice Services are governed by Legislation and the main Legislation is:

Children (Criminal Proceedings) Act, 1987  
Children (Detention Centres) Act, 1987  
Children (Community Services Orders) Act, 1987

The criminal age is 10 years and generally children aged up to 18 years are accommodated in Juvenile Justice Centres, although persons up to 21 years can be admitted if:-

1. They had committed the offence prior to their 18th birthday.
2. They are directed by the District or Supreme Court to serve part of their sentence in a Juvenile Justice Centre up until they reach 21 years of age.

## INTRODUCTION OF JUVENILE JUSTICE SERVICES

Juvenile Justice in New South Wales has three distinct areas involved in the administration of juvenile justice services:-

1. Community Services
2. Juvenile Justice Centres
3. Central Support Office

### COMMUNITY PROGRAMS

The aim of Juvenile Justice is to provide a variety of community based program designed to support and guide juveniles who are in conflict with the law, to assist them comply with their court order and minimise re-offending.

The following of community based program provide the Courts with an alternative to placing juveniles in the Juvenile Justice Centre environment where they can address factors that contributed to their offending behaviour and assist in community reintegration.

#### Supervision:

The Courts can release a Juvenile on recognisance, probation or parole and include as a condition of that order, a requirement for supervision by departmental staff from the Juvenile Justice Community Services.

#### Community Service Orders:

As an alternative to a Control Order, a Court can order a juvenile offender to participate in a period of up to 100 hours Community Service.

The staff of the Juvenile Justice Community Services, including sessional supervisors work with community agencies to provide the supervision of this program.

#### Fine Default Scheme:

This scheme enables juveniles to complete a specific number of hours community work for the non-payment of fines.

#### **Railway Reparation Scheme:**

This particular scheme is designed to provide an avenue for a juvenile offender, who has carried out acts of vandalism to railway property or failed to pay fines, to provide restitution to the State Rail Authority.

#### **Intensive Programs Units:**

Juvenile Justice provides a specialised community based program called, "Intensive Programs Units."

The IPU program provides counselling, support and guidance within a community setting.

Currently, this program is available through Stanmore, Blacktown, and Liverpool Intensive Programs Units. (IPU) and Armidale, Orange, Newcastle, Wollongong, Wagga Wagga and Grafton Community Offices.

#### **Personal Development Program:**

A special program has been designed to work with juvenile offenders who have been involved in sexual offences.

This program is deigned to work with juveniles both in the community or who are in custody.

#### **Juvenile Justice Community Centres:**

In Metropolitan areas the Juvenile Justice Officers are located in teams at Blacktown, Campbelltown, Sydney Central, Chatswood and Fairfield, with other officers designated to various country areas throughout the state.

This program was established to provide diversion, assessment, support, guidance and supervision.

Juvenile Justice Community Services staff, besides providing support and supervision as outlined previously, also offer assessment reports and information to the Courts.

Finding alternative placements, if family breakdown cannot be resolved, and providing the juvenile and their family with range of support agencies to assist with re-integration of an offender into the community are also tasks undertaken by the Juvenile Justice.

A series of new departmental initiative to break the juvenile crime cycle is enclosed in this package.

#### **Juvenile Justice Centres:**

Ten (10) Juvenile Justice Centres are currently operated in New South Wales.

A juvenile offender is placed in a Juvenile Justice Centre only when the Court has no other alternative.

Prior to a juvenile being placed on a Control Order (sentence) the Court usually has tried a variety of alternatives.

ie: Admonished and Discharge  
Probation  
Recognisance  
Community Service Order

The ten (10) Juvenile Justice Centres are located as follows:-

CENTRE	LOCATION	POPULATION CAPACITY
Mt Penang	Pacific Highway KARIONG 2250	Caters for 180 juvenile male offenders between the ages of 16-21.
Cobham	Cnr Great Western Highway and Water Street ST MARYS 2760	Provides for a maximum of 46 juveniles in single room accommodation, with three dual accommodation rooms available for young people requiring overnight support.
Worimi	21 Lambton Road BROADMEADOW 2292	Accommodates 35 juvenile offenders, mostly male from the Hunter Region.
Riverina	Fernleigh Road WAGGA WAGGA 2650	Has the capacity to house 34 juvenile offenders.
Keelong	Staff Road UNANDERRA 2526	Caters for 28 residents.
Minda	Joseph Street LIDCOMBE 2141	Caters for a maximum of 65 residents.
Yasmar	Parramatta Road HABERFIELD 2045	Provides 34 beds for the young women's program and young people on remand.
Reiby	Briar Road CAMPBELLTOWN 2560	Caters for up to 93 residents
Kariong	Pacific Highway KARIONG 2250	A high security unit which caters for 48 residents.
Broken Hill	146 Chloride Street	Caters for 6 young people on

A juvenile can only be admitted to a Juvenile Justice Centre if he/she has been charged with a criminal offence.

#### Programs:

Although each centre has some differences in their operations, programs generally provide:-

- Multicultural Programs
- Literacy/Numeracy
- School Education (including School Certificate & Higher School Certificate)
- TAFE Courses
- Living Skills Programs
- Maintenance/Ground Work
- Counselling
- Alcohol and other Drug Counselling/Education
- Religious Support by Chaplains.
- Vocational Training

#### Specialist Services:

Each centre has the following professional personnel:-

- Nursing Staff
- Psychologist
- Alcohol and Other Drug Counsellors
- Caseworker

Other services are provided by a variety of community agencies or other government departments.

#### Aboriginal Services:

Each centre has some Aboriginal staff as part of the team. Aboriginal community groups, Aboriginal Medical Service and Aboriginal Legal Aid provide additional services to support Aboriginal juveniles in custody.

#### Juveniles from non-English speaking backgrounds:

To ensure a Juvenile from a non-English speaking background understands his/her situation and is supported by a person from their own culture, each centre has an EAPS policy which provides lists of community support agencies.

Community youth workers identifying with particular cultures (ie: Vietnamese) are called upon to visit the Juvenile Justice Centre and provide support for the juvenile. A Vietnamese worker operates from Mt. Penang Juvenile Justice Centre to provide a liaison between families and staff and provides support to other centres.

#### Sports/Leisure and Recreation:

A variety of activities are provided within Juvenile Justice Centres to develop appropriate sport, leisure and recreational skills.

At Mt Penang, Reiby, Worimi, Keelong, Yasmar and Riverina Detention Centres, Juveniles subject to Control Orders participate in a variety of community based activities which can include community services, employment training, schooling, technical courses, sport and leisure training.

Those juveniles on remand, of course do not participate in activities outside of the centre, however, community groups attend the centre and provide input into some areas of the program.

#### Special Programs:

A traffic offenders program is conducted at some centres to assist juveniles who are the subject of traffic offences.

This program allows juveniles, who have driving offences, to develop more responsible behaviour in a non-custodial setting.

Programs are provided by some centres to assist community groups, with juvenile offenders provided some community services, whilst other special activities occur:

ie: Mt Penang - Riding for the Disabled  
Flora Festival  
Learning to Swim  
Bush Fire Brigade

Yasmar - Regular invitation to persons from a local retirement home to visit for activities and lunch.

#### Central Support Office:

The Central Support Office for Juvenile Justice is located at Roden Cutler House, Sydney.

The function of Central Support Office is to provide essential support services (including strategic planning, policy development, resource allocation and quality assurance etc) to the frontline service delivery staff.

Central Support Office is divided into main areas of responsibility;

Legal and Executive Support  
Policy, Research and Evaluation  
Finance and Properties  
Human Resources

Training, Education and Development



Operations unit co-ordinate the services of Juvenile Justice Community and Justice Centres, including Psychological, Nursing, Alcohol and Other Drug and casework services and the state-wide transport of juveniles charged with criminal offences.

#### Training Education and Development:

This unit provides ongoing staff development through the provision of specially developed juvenile justice courses; and education through the Associate Diploma and youth work.

Residential accommodation is provided for staff development at McCabe Cottage located on the ground of Mt Penang Juvenile Justice Centre at Gosford.

#### Juvenile Justice Advisory Council:

The Minister for Justice, has appointed a group of persons from various areas who are considered as being expert in the field of working with young people.

This group provide advice to the Minister on all aspects of Juvenile Justice.

*Department of  
Juvenile Justice*

*Corporate Plan  
1996 - 2001*

## CONTENTS

- 3 Messages from the Minister and the Director General
- 4 Our vision, purpose and objectives
- 5 The aims of our corporate plan
- 6 An overview of our clients
- 7 Our organisation's primary values
- 8 Our service delivery principles
- 9 Our planned initiatives 1996 to 2001
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- 10 Objective Two: Relating to our staff
- 11 Objective Three: Relating to our organisation
- 12 Objective Four: Relating to our communities
- 13 Location of services: Statewide and metropolitan
- 14 Statewide directory of services

# TOWARDS 2001



## FROM THE MINISTER

Community safety is a prime concern of the Government and we are committed to developing more effective programs to respond to juvenile crime and prevent re-offending.

The initiatives outlined in this corporate plan will provide a sound basis for improving both the range and quality of services provided throughout this state to juvenile offenders and their families.

The plan's emphasis on client centred strategies will ensure that young people are held accountable for their behaviour but are also given opportunities to develop the necessary skills to become responsible members of the community.

FROM THE

DIRECTOR GENERAL



Our department is currently undergoing a period of major review and development.

The organisation is being restructured in accordance with the recommendations of the Service Performance and Operations Division of the Premier's Department.

Staff of the NSW Ombudsman's Office have been inquiring into the management and operations of our custodial services. Their report is expected to recommend extensive changes to bring our nine centres into line with international juvenile justice standards.

These important reviews and the implementation of our new corporate plan and programs are all part of an ongoing process to ensure our resources are focused on the provision of quality services to the young people who are clients of our department.

I believe the outcome focus detailed in this plan demonstrates we are genuinely STRIVING TO BREAK THE JUVENILE CRIME CYCLE.

A handwritten signature in cursive script that reads "Ken Buttrum".

**KEN BUTTRUM**  
Director General  
December 1996

TOWARDS 2001



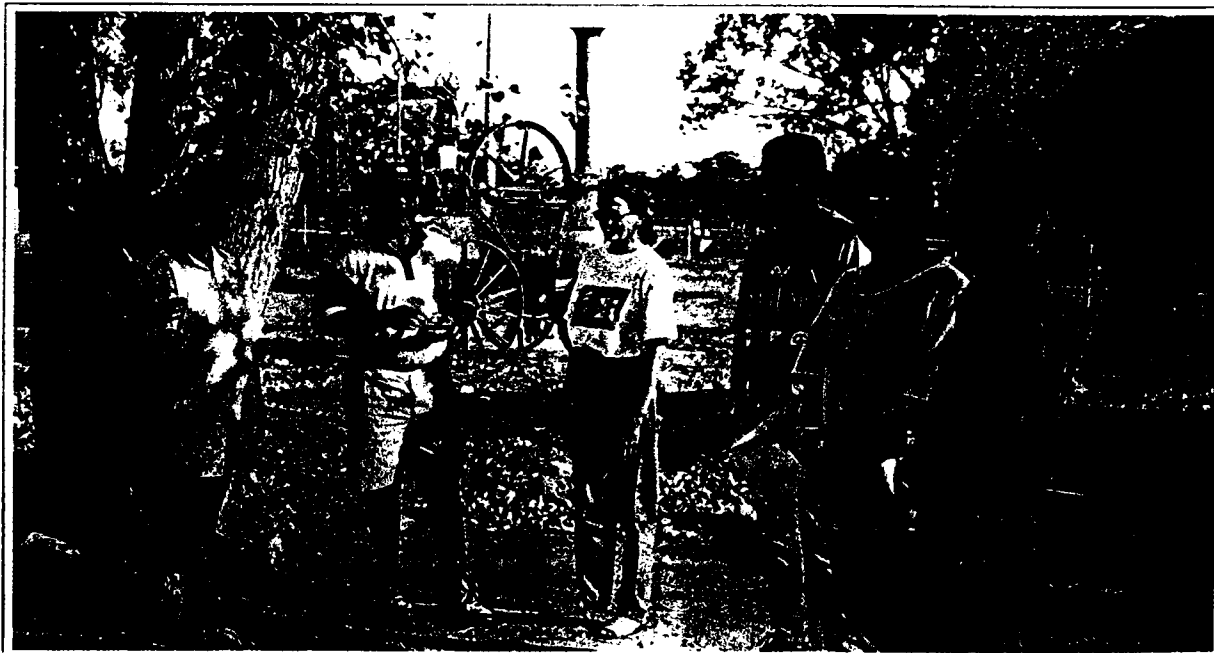
## OUR VISION

STRIVING TO BREAK THE JUVENILE CRIME CYCLE

## STATEMENT OF PURPOSE

ENSURING THE PROVISION OF QUALITY COMMUNITY AND CUSTODIAL SERVICES TO MAXIMISE THE CAPACITY AND OPPORTUNITY OF JUVENILE OFFENDERS TO CHOOSE POSITIVE ALTERNATIVES TO OFFENDING BEHAVIOUR

Today our department is establishing close links with communities to assist juvenile offenders break the crime cycle. The Aboriginal Mentor Program is one of a number of initiatives using community members to support Aboriginal youth. Pictured here with prospective mentors at Wilcannia are program development officer Claude Gordon (3rd from left) and Western Cluster Director Garry Page (far right)



## KEY OBJECTIVES

### ■ *Relating to our clients*

TO IMPROVE THE QUALITY AND DEVELOPMENTAL FOCUS OF CLIENT INTERVENTIONS IN ABUSE FREE SERVICE ENVIRONMENTS

### ■ *Relating to our staff*

TO MAXIMISE THE DEVELOPMENT AND USE OF STAFF SKILLS WITHIN A TEAM ENVIRONMENT FOCUSED ON POSITIVE OUTCOMES

### ■ *Relating to our organisation*

TO ENHANCE OUR MANAGEMENT OF ALLOCATED RESOURCES WITHIN AN ORGANISATION FOCUSED ON LEARNING AND CONTINUOUS IMPROVEMENT

### ■ *Relating to our communities*

TO ENHANCE SERVICE DELIVERY PARTNERSHIPS AND COMMUNITY RELATIONSHIPS WHILST PROMOTING GREATER AWARENESS OF OUR SERVICES AND RESPONSIBILITIES

## THE AIMS OF OUR CORPORATE STRATEGY

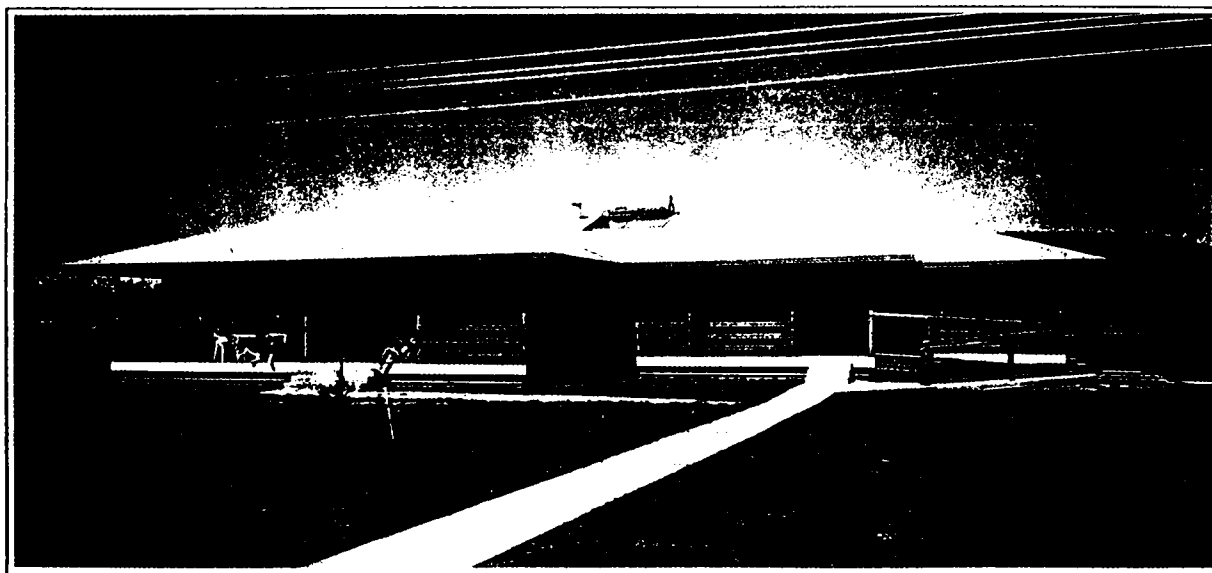
### ■ to improve ...

- ┆ the quality of our client services
- ┆ the department's capacity to meet the needs of clients
- ┆ the job satisfaction and expertise of our staff
- ┆ our financial performance and accountability
- ┆ our organisational communication
- ┆ our openness and accountability as a government agency.

### ■ to develop ...

- ┆ consensus management and a team based culture in our organisation
- ┆ an organisation eager to listen and learn from its clients and stakeholders
- ┆ an organisational culture driving continuous improvement
- ┆ an organisation reflecting cultural diversity and gender equity.

The Nardocia Project at Pallamallawa (near Moree) is a new program developed specifically for Aboriginal young people in consultation with the local community and other government agencies. The young people participating in this program will be taught appropriate living and vocational skills by the Aboriginal staff.



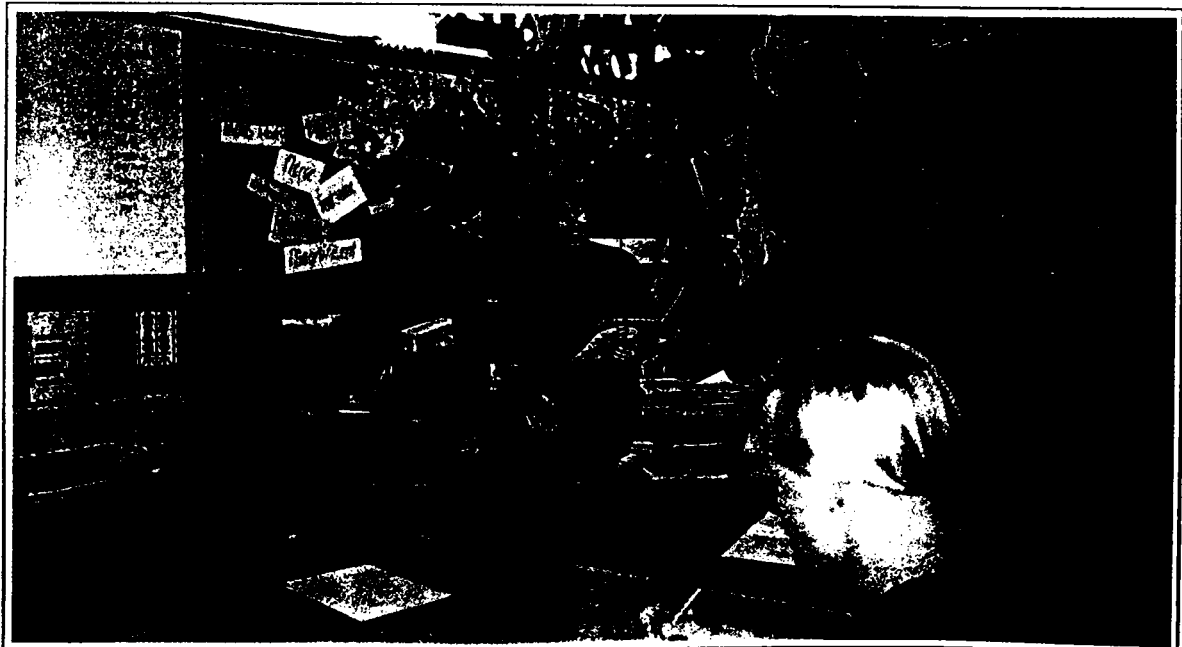
# TOWARDS 2001



## JUVENILE OFFENDERS IN THE 21ST CENTURY

- ▣ The department is mandated to deal with juvenile offenders, the majority being 16 to 17 year old males committing property offences
- ▣ Many of our clients have experienced significant family stress resulting in periods of homelessness, or family and community dislocation
- ▣ A large proportion is affected by neglect or physical, emotional or sexual abuse
- ▣ Often they find it hard to relate to, or empathise with others, especially adults and authority figures
- ▣ Many act impulsively and experience difficulty managing their emotions and behaviour
- ▣ Some frequently suffer depression and emotional instability and have harboured thoughts of self harm. Others have attempted suicide, or serious self injury
- ▣ Many experience learning difficulties and school adjustment problems, which may not reflect their intellectual potential. In fact, many leave school before completing year 8
- ▣ Many have limited training opportunities or employment choices, feel powerless and alienated from society because of their low self esteem, educational deficits and level of social disadvantage
- ▣ Frequently they become involved in risk taking behaviours such as abuse of alcohol and other drugs and may seek refuge in a delinquent peer group
- ▣ Our clients reflect the cultural diversity of the youth population of this state.

Many juvenile offenders have had limited education for a number of reasons. Schools within juvenile justice centres are providing specialist tuition which is helping some young people spark a desire to rejoin the education system on leaving custody to heighten their chances of employment.



■ **Regarding our clients**

- ┆ The department seeks to meet the needs of clients and their families, and to provide supportive abuse free service environments
- ┆ We believe in the inherent capacity of young people and their families to make positive changes to their lives
- ┆ With support, guidance and appropriate supervision, the majority of juvenile offenders will grow out of their period of delinquency
- ┆ Young people, nevertheless, should be held accountable for their offending behaviour.

■ **Regarding our staff**

- ┆ Each staff member is accountable for the delivery of quality client service
- ┆ Our capacity to deliver quality services is dependent on the professionalism, enthusiasm and empowerment of staff
- ┆ The department must therefore ensure the ongoing support, safety and professional development of staff.

■ **Regarding our stakeholders**

- ┆ In working with our clients, community safety is a prime consideration
- ┆ The department will consult and co-operate with other stakeholders and support our community service delivery partners
- ┆ We will keep the community informed about our service delivery strategies and plans.

Vocational training can play an important part in bringing positive changes in juvenile offenders. All nine juvenile justice centres have qualified tutors providing vocational instruction and some of the courses are TAFE affiliated and can be continued in the community.





## ■ *Staff of the Department of Juvenile Justice will strive to*

- ┌ treat information about clients and their families sensitively and confidentially
- ┌ assist clients to accept responsibility for their behaviour
- ┌ cater for the individual needs and backgrounds of our clients to better address their offending behaviour and foster their ongoing development
- ┌ recognise and respect the needs of clients, and provide appropriate services to meet the needs of the diverse cultural and ethnic backgrounds of our clients and their families
- ┌ provide clients with protective abuse free developmental services
- ┌ seek the involvement of clients, their families and significant others in case management
- ┌ discuss with clients and their families the reasons for our decisions
- ┌ assist clients to develop and maintain significant relationships, community contacts and cultural ties to facilitate community integration
- ┌ encourage clients to involve support persons of their choice in their dealings with the department and other sections of the justice system
- ┌ ensure client complaints are heard and dealt with fairly and promptly.

Cultural groups are encouraged to visit juvenile justice centres to provide an insight into their traditions and heritage and foster greater cross culture awareness.



## OBJECTIVE TWO:

### RELATING TO OUR STAFF

**To maximise the development and use of staff skills within a team environment focused on positive outcomes**

#### ■ *Planned initiatives*

- ┌ Introduction of a staff performance planning and review system for all levels of staff
- ┌ Introduction of new staff recruiting procedures including probity checks
- ┌ Implementation of consistent staff induction procedures and training
- ┌ Introduction of recruitment procedures to increase the proportion of women working in custodial services
- ┌ Establishment of an Aboriginal Support Unit in the department's central support office
- ┌ Introduction of recruitment procedures to increase the proportion of Aboriginal and ethnic and cultural minority staff in especially front line and management positions
- ┌ Provision of increased opportunities for staff rotation between community and

custodial services and from central support office to front line services

- ┌ Introduction of competency based training for front line staff in community and custodial workplaces
- ┌ Enhancement of cultural awareness training for all levels of staff
- ┌ Exploration and implementation of client focused flexible work practices e.g. home based work
- ┌ Provision of systematic training strategies and development programs for middle managers
- ┌ Provision of opportunities, both within and outside the department, for widening the professional experience of staff.

#### ■ *Expected outcomes of planned initiatives*

- ┌ Increase in the proportion of women, Aboriginal people, people from ethnic and cultural minority backgrounds in front line and management positions
- ┌ Increase in the number of staff involved in support and planning reviews with supervisors
- ┌ Increase in the number of staff participating in training courses, job rotation or external work experience
- ┌ Increase in the number of staff with relevant qualifications or accredited education
- ┌ Decrease in the number of staff facing disciplinary action as a result of unethical behaviour or misconduct
- ┌ Reduction in the number of substantiated discrimination complaints.

**Aboriginal staff members attending a computer training session. All staff are actively encouraged to upgrade their skills to facilitate professional growth and heighten career prospects.**

## OBJECTIVE THREE:

### PLANNING TO OUR ORGANISATION

#### **To enhance our management of allocated resources within an organisation focused on learning and continuous improvement**

##### ■ **Planned initiatives**

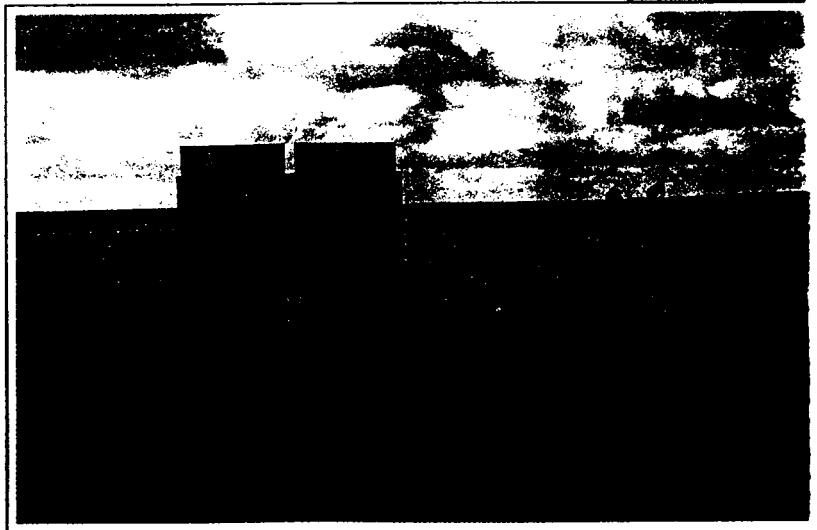
- Review of the effectiveness and efficiency of the departmental restructure
- Development and implementation of an information technology and telecommunications strategic plan
- Introduction of a departmental Executive Committee, involving staff elected representatives, to determine future departmental policies, strategies and program priorities
- Introduction of a departmental Quality Committee driving and monitoring continuous improvement and quality assurance processes
- Introduction of an Aboriginal Support Unit and an Aboriginal Staff Advisory Committee
- Enhancement of financial and administrative control strategies including establishment of a departmental Audit Committee
- Devolution of the majority of staff training and development functions to the clusters
- Revision of the capital works strategic plan and introduction of a cyclic property maintenance plan
- Implementation of revised human resources, financial and operational delegations at cluster and unit levels
- Introduction of performance agreements linked to strategic and operational plans for senior managers
- Development and implementation of a quality assurance and continuous improvement infrastructure within the department
- Development of a clinical research unit in collaboration with metropolitan universities

- Introduction of improved strategies to ensure safe workplaces
- Introduction of a more stringent motor vehicle management policy.

##### ■ **Expected outcomes of planned initiatives**

- Management of our resources within budgetary allocations
- Satisfactory audit results
- Reduction in workplace injuries
- Reduction in the number, rate and cost of workers' compensation claims
- Reduction in costs related to fringe benefits tax
- Increase in the rate of staff retention
- Reduction in expenses related to urgent minor repairs to property
- Reduction in the level of staff grievances related to decision making, consultative practices and staff training.

The building of a juvenile justice centre on this site on the Narromine Road, just out of Dubbo, is one of the major capital works planned for 1997. Another centre to benefit country juvenile offenders is to be built at Grafton by 1999.



**TOWARDS 2001**

## OBJECTIVE FOUR:

### RELATING TO OUR COMMUNITIES

**To enhance service delivery partnerships and community relationships whilst promoting greater awareness of our services and responsibilities**

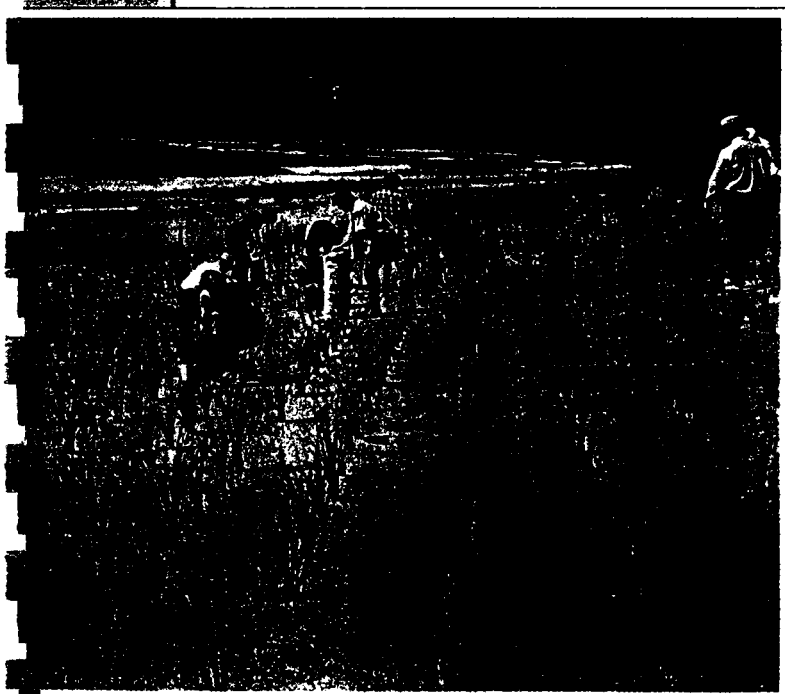
#### ■ Planned initiatives

- Establishment of regular consultative meetings with key stakeholders at central, regional and local levels
- └ Establishment of regular support meetings with service delivery partners at the local level
- └ Implementation of a community consultation protocol throughout the department's operations
- └ Expansion of the use of funded community agencies in the provision of juvenile justice services
- └ Development and implementation of strategies to promote greater community awareness of juvenile justice issues and trends

- └ Assist in the effective implementation of a community based restorative justice scheme as an alternative to court processing of juveniles
- └ Co-operation with community agencies to provide staff training for juvenile justice workers
- └ Development and implementation of strategies to improve services to Aboriginal and Islander clients in accord with the States and Commonwealth Agreement.

#### ■ Expected outcomes of planned initiatives

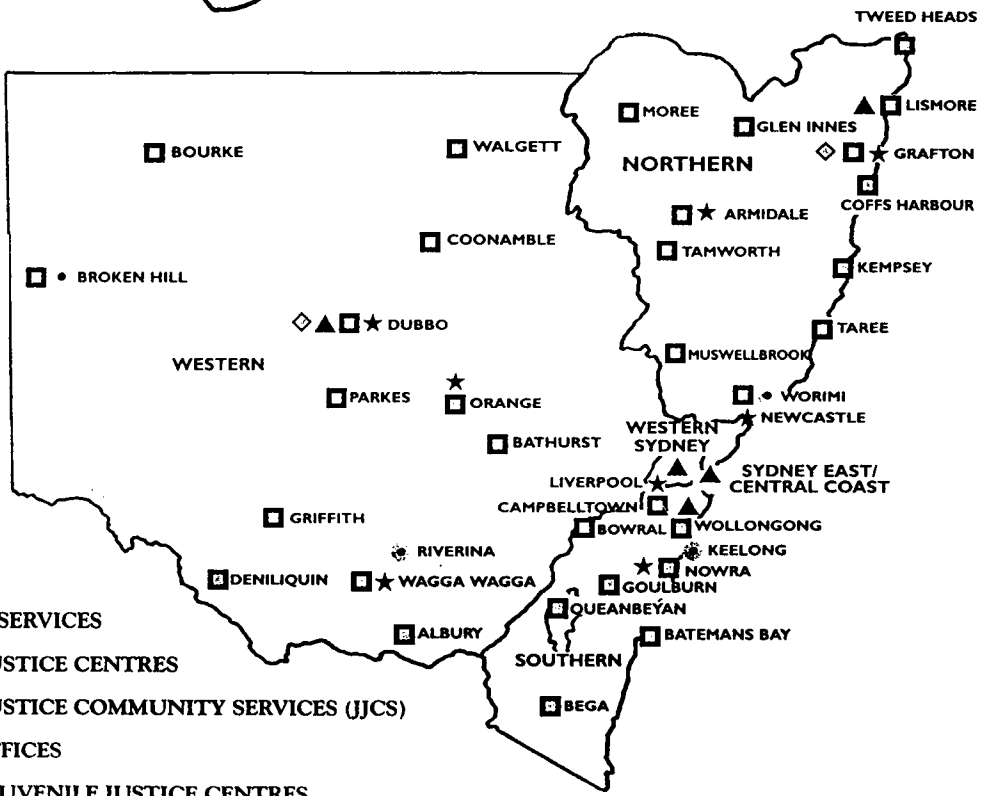
- └ Increase in the rate of juveniles involved in alternative community based programs
- └ Increase in the rate of juveniles successfully completing community based programs
- └ Reduction in the number of clients reoffending whilst involved in community based programs
- └ Increase in the number of community agencies involved in the Community Service Order Scheme
- └ Increased proactive media coverage of juvenile justice issues at the local level.



**A large number of community organisations is encouraged to participate in community service order programs assisting juvenile offenders to gain a sense of pride in and feel part of that community. Projects like this beach restoration with National Parks and Wildlife Service give the young people a sense of achievement as well as providing reparation for their previous criminal behaviour.**

# LOCATION OF SERVICES

- ★ SPECIALIST SERVICES
- JUVENILE JUSTICE CENTRES
- ◻ JUVENILE JUSTICE COMMUNITY SERVICES (JJCS)
- ▲ CLUSTER OFFICES
- \* ATTENDANCE CENTRE



- ★ SPECIALIST SERVICES
- JUVENILE JUSTICE CENTRES
- ◻ JUVENILE JUSTICE COMMUNITY SERVICES (JJCS)
- ▲ CLUSTER OFFICES
- ◊ PROPOSED JUVENILE JUSTICE CENTRES

**TOWARDS 2001**



# STATEWIDE DIRECTORY OF SERVICES

Level 5, Roden Cutler House, 24 Campbell Street, Sydney 2000, P.O. Box 1240, Haymarket 1240. Phone (02) 9289 3333. Fax (02) 9289 3399.

Level 5, Roden Cutler House, 24 Campbell Street, Sydney 2000. Phone (02) 9289 3301. Fax (02) 9289 3355.

## Sydney East and Central Coast

### Cluster Office:

#### SYDNEY EAST/CENTRAL COAST

Level 5, Roden Cutler House, 24 Campbell Street, Sydney 2000. Phone (02) 289 3386. Fax (02) 9289 3351.

### Community Services:

#### CHATSWOOD

Level 2, Suite 4, 69 Archer Street, Chatswood 2067. Phone (02) 9904 8170. Fax (02) 9904 8169.

#### GOSFORD

Suite 2, 53-71 Mann Street, Gosford 2250. Phone (043) 234 994. Fax (043) 234 441.

#### SYDNEY

Level 10, Roden Cutler House, 24 Campbell Street, Sydney 2000. Phone (02) 9289 3320. Fax (02) 9289 3358.

#### STANMORE IPU

22 Middleton Street, Stanmore 2048. Phone (02) 9560 4755. Fax (02) 9550 0867.

#### NEWTOWN ATTENDANCE CENTRE

C/- Level 10, Roden Cutler House, 24 Campbell Street, Sydney 2000. Phone (02) 9289 3320. Fax (02) 9289 3358.

#### McCABE COTTAGE

Pacific Highway, Kariong 2250. Phone (043) 402 305. Fax (043) 402 529.

### Custodial Services:

#### KARIONG

Pacific Highway, Kariong 2250. Phone (043) 402 600. Fax (043) 402 595.

#### MT PENANG

Pacific Highway, Kariong 2250. Phone (043) 401 002. Fax (043) 401 677.

#### YASMAR

185 Parramatta Road, Haberfield 2045. Phone (02) 9797 3000. Fax (02) 9797 3033.

## Western Sydney

### Cluster Office:

#### SYDNEY WEST

C/ Cobham Juvenile Justice Centre, Water Street, St Marys 2760. Phone (02) 9833 6592. Fax (02) 9673 3233.

### Community Services:

#### BLACKTOWN

115 Main Street, Blacktown 2148. Phone (02) 9831 8088. Fax (02) 9831 4665.

#### FAIRFIELD

Suite 1, 101 The Crescent, Fairfield 2165. Phone (02) 9724 1690. Fax (02) 9724 6264.

#### BLACKTOWN IPU

211 Stephen Street, Blacktown 2148. Phone (02) 9831 2588. Fax (02) 9831 2470.

#### BLACKTOWN ATTENDANCE CENTRE

C/- 115 Main Street, Blacktown 2148. Phone (02) 9831 8088. Fax (02) 9831 4665.

### Custodial Services:

#### COBHAM

Cnr Great Western Highway and Water Street, St Marys 2760. Phone (02) 9623 8088. Fax (02) 9673 4917.

#### MINDA

1 Joseph Street, Lidcombe 2141. Phone (02) 9646 0777. Fax (02) 9749 2598.

### North Coast

### Cluster Office:

#### NORTHERN

4/124 Woodlark Street, Lismore 2480 (PO Box 97). Phone (066) 222 864. Fax (066) 220 146.

### Community Services:

#### ARMIDALE

210 Beardy St, Armidale 2350 (PO Box 915). Phone (067) 712 820. Fax (067) 712 883.

#### BROADMEADOW

Cnr Belford & Chatham Streets, Broadmeadow 2292 (P.O. Box 77). Phone (049) 623 755. Fax (049) 623 757.

#### COFFS HARBOUR

Suite 6, AMP Centre, cnr Gordon & Vernon Streets, Coffs Harbour 2450 (PO Box 1993). Phone (066) 514 783. Fax (066) 514 784.

#### GLEN INNES

Cnr Meade St & East Avenue, Glen Innes 2370. (PO Box 142). Phone (067) 324 489. Fax (067) 324 490.

#### GRAFTON

26 Villiers Street, Grafton 2460. Phone (066) 432 172. Fax (066) 425 477.

#### KEMPSEY

Old Fire Station, Cnr Forth & Regent Streets, Kempsey 2440. Phone (065) 631 388. Fax (065) 631 371.

#### LISMORE

4/124 Woodlark Street, Lismore 2480 (PO Box 97). Phone (066) 222 864. Fax (066) 220 146.

#### MOREE

46 Auburn Street, Moree 2400 (PO Box 158). Phone (067) 523 415. Fax (067) 523 417.

#### MUSWELLBROOK

Court House, Bridge Street, Muswellbrook 2333. Phone (065) 411 191. Fax (065) 431 551.



**TAMWORTH**

6 Byrnes Avenue, Tamworth 2340 (PO Box 984).  
Phone (067) 669 433 or (067) 669 437. Fax (067)  
669 454.

**TAREE**

Suite 18, 102-112 Victoria Street, Taree 2430.  
Phone (065) 512 555. Fax (065) 512 612.

**TWEED HEADS**

1st Floor, Telecom House, 40 Francis Street,  
Tweed Heads 2485. (PO Box 707). Phone (07)  
5599 1298. Fax (07) 5599 1789.

**Custodial Services:****WORIMI**

21 Lambton Road, Broadmeadow 2292 (PO Box  
103). Phone (049) 693 255. Fax (049) 612 419.

**Western NSW****Cluster Office:****WESTERN**

37/39 Carrington Avenue, Dubbo 2830 (PO Box  
865). Phone (068) 811 337. Fax (068) 811 310.

**Community Services:****ALBURY**

State Government Offices, 512 Dean Street, Albury  
2640. Phone (060) 415 133. Fax (060) 415 161.

**BATHURST**

Suite 8, 73a William Street, Bathurst, 2795 (PO  
Box 1514). Phone (063) 323 690. Fax (063) 323  
692.

**BOURKE**

45 Mitchell Street, Bourke 2840 (PO Box 607).  
Phone (068) 722 556 or (068) 723 094. Fax (068)  
722 519.

**BROKEN HILL**

146 Chloride Street, Broken Hill 2880 (PO Box  
625). Phone (080) 871 439 or (080) 871 446. Fax  
(080) 882 386.

**COONAMBLE**

63 Castlereagh Street, Coonamble 2829 (PO Box  
258). Phone (068) 222 299 or (068) 223 213. Fax  
(068) 221 882.

**DENILIQVIN**

50 Hardinge Street, Deniliquin 2710 (PO Box 738).  
Phone (058) 815 251. Fax (058) 814 791.

**DUBBO**

37/39 Carrington Avenue, Dubbo 2830. (PO Box  
865). Phone (068) 811 397. Fax (068) 811 303.

**GRIFFITH**

State Government Offices, 104-111 Banna Av-  
enue, Griffith 2680 (PO Box 1422). Phone (069)  
642 379. Fax (069) 641 744.

**ORANGE**

265 Lords Place, Orange 2800 (PO Box 971).  
Phone (063) 611 2512. Fax (063) 611 329.

**PARKES**

267 Clarinda Street, Parkes 2870 (PO Box 109).  
Phone (068) 625 770. Fax (068) 622 535.

**WAGGA WAGGA**

1/45 Fitzmaurice Street, Wagga Wagga 2650 (PO  
Box 1023). Phone (069) 214 500. Fax (069) 218  
543.

**WALGETT**

31 Fox Street, Walgett 2832 (PO Box 109). Phone  
(068) 282 010. Fax (068) 282 109.

**Custodial Services:****RIVERINA**

Cnr Fernleigh and Glenfield Roads, Wagga Wagga  
2650 (PO Box 870). Phone (069) 312 811. Fax  
(069) 313 903.

**BROKEN HILL**

146 Chloride Street, Broken Hill 2880. Phone  
(080) 871 446. Fax (080) 882 386.

**Southern NSW****Cluster Office:****SOUTHERN**

State Government Offices, 84 Crown Street,  
Wollongong East 2520 (PO Box 328). Phone (042)  
268 393. Fax (042) 268 397.

**Community Services:****BATEMANS BAY**

Suite 11, St Georges Mall, 3 Orient Street,  
Batemans Bay 2536 (PO Box 610). Phone (044)  
726 521. Fax (044) 727 155.

**BEGA**

Suite 2, Bloomfield Chambers, 127 Carp Street,  
Bega 2550 (PO Box 833). Phone (064) 923 228.  
Fax (064) 923 275.

**BOWRAL**

Suite 6, AMP Building, 409 Bong Bong Street,  
Bowral 2576 (PO Box 448). Phone (048) 622 211.  
Fax (048) 622 212.

**CAMPBELLTOWN**

Level 1, 3 Chamberlain Street, Campbelltown 2560  
(PO Box 1281). Phone (046) 254 050. Fax (046)  
254 506.

**GOULBURN**

Goulburn Court House, Montague Street, Goulburn  
2580. Phone (048) 221 232. Fax (048) 221 939.

**NOWRA**

81 North Street, Nowra 2541 (PO Box 506). Phone  
(044) 230 556. Fax (044) 230 546.

**QUEANBEYAN**

The Robert Lowe Building, Suite 1, 30 Lowe Street,  
Queanbeyan 2620 (PO Box 710). Phone (06) 299  
2868. Fax (06) 299 6781.

**WOLLONGONG**

State Government Offices, 84 Crown Street,  
Wollongong East 2520 (PO Box 328). Phone (042)  
268 438. Fax (042) 268 420.

**LIVERPOOL IPU**

7 Speed Street, Liverpool 2170. Phone (02) 9821  
1644. Fax (02) 9821 3470.

**Custodial Services:****REIBY**

Briar Road, Airs 2560. Phone (046) 293 800. Fax  
(046) 293 829.

**KEELONG**

Staff Road, Unanderra 2526. Phone (042) 715  
044. Fax (042) 715 697.

**TOWARDS 2001**

## Appendix D

# Composition of Selection Committee Form



## COMPOSITION OF SELECTION COMMITTEE

Listed below are the persons recommended for participation in the selection committee for the position of \_\_\_\_\_  
 No. \_\_\_\_\_.

Date for Cull \_\_\_\_\_ Date for Interview \_\_\_\_\_ . Please confirm these dates before forwarding form.

Member	Full Name	Organisation & Address	Area of Expertise Relevant to Position	Position & Grade/Salary
Convenor				
Second member				
Independent				
Other				

I certify that the composition of this selection committee is in accordance with Section 1.5.8 - 1.5.10 of the Personnel Handbook and that I have completed the Selection Techniques workshop. Please see over for details of requirements.

Signed \_\_\_\_\_ (Convenor)

NB. Applications will not be forwarded for cull/interview until the composition of the selection committee has been approved.

**FORWARD TO: CLUSTER DIRECTOR / MANAGER HUMAN RESOURCES & STAFF TRAINING FOR APPROVAL.**

Composition of selection committee Approved / Not Approved.

Signed \_\_\_\_\_ Date \_\_\_\_\_

# Appendix E

Associated Documentation and  
forms for completing interviews



ADDITIONAL INFORMATION

Male or Female															
Overseas Qualification															
Non-English Speaking Background															
In/Out Service (I or O)															

This cull will be unacceptable unless all members of the Selection Committee signs this form in the space provided below. Under Section 1-6-9 of the Personnel Handbook, the Procedural Guidelines state -

"that applicants should be culled in the following order:

- those who do not possess the essential qualifications or experience stated in the advertisement;
- if further culling is needed (eg. in the case of a large number of applications) those whose qualifications and experience are substantially less than those of other applicants."

LIST REASON FOR CULLING ON THE FRONT OF EACH APPLICATION FORM

CONVENOR .....

2NDMEMBER .....

INDEPENDENT .....

DATE CULL UNDERTAKEN .....

CULL CHECKED AND VERIFIED BY .....

**DEPARTMENT OF JUVENILE JUSTICE**

**CASUAL SENIOR YOUTH WORKER**

**SELECTION COMMITTEE REPORTS**

A juvenile can only be admitted to a Juvenile Justice Centre if he/she has been charged with a criminal offence.

#### Programs:

Although each centre has some differences in their operations, programs generally provide:-

- Multicultural Programs
- Literacy/Numeracy
- School Education (including School Certificate & Higher School Certificate)
- TAFE Courses
- Living Skills Programs
- Maintenance/Ground Work
- Counselling
- Alcohol and other Drug Counselling/Education
- Religious Support by Chaplains.
- Vocational Training

#### Specialist Services:

Each centre has the following professional personnel:-

- Nursing Staff
- Psychologist
- Alcohol and Other Drug Counsellors
- Caseworker

Other services are provided by a variety of community agencies or other government departments.

#### Aboriginal Services:

Each centre has some Aboriginal staff as part of the team. Aboriginal community groups, Aboriginal Medical Service and Aboriginal Legal Aid provide additional services to support Aboriginal juveniles in custody.

#### Juveniles from non-English speaking backgrounds:

To ensure a Juvenile from a non-English speaking background understands his/her situation and is supported by a person from their own culture, each centre has an EAPS policy which provides lists of community support agencies.

Community youth workers identifying with particular cultures (ie: Vietnamese) are called upon to visit the Juvenile Justice Centre and provide support for the juvenile. A Vietnamese worker operates from Mt. Penang Juvenile Justice Centre to provide a liaison between families and staff and provides support to other centres.

### Sports/Leisure and Recreation:

A variety of activities are provided within Juvenile Justice Centres to develop appropriate sport, leisure and recreational skills.

At Mt Penang, Reiby, Worimi, Keelong, Yasmar and Riverina Detention Centres, Juveniles subject to Control Orders participate in a variety of community based activities which can include community services, employment training, schooling, technical courses, sport and leisure training.

Those juveniles on remand, of course do not participate in activities outside of the centre, however, community groups attend the centre and provide input into some areas of the program.

### Special Programs:

A traffic offenders program is conducted at some centres to assist juveniles who are the subject of traffic offences.

This program allows juveniles, who have driving offences, to develop more responsible behaviour in a non-custodial setting.

Programs are provided by some centres to assist community groups, with juvenile offenders provided some community services, whilst other special activities occur:

ie: Mt Penang - Riding for the Disabled  
Flora Festival  
Learning to Swim  
Bush Fire Brigade

Yasmar - Regular invitation to persons from a local retirement home to visit for activities and lunch.

### Central Support Office:

The Central Support Office for Juvenile Justice is located at Roden Cutler House, Sydney.

The function of Central Support Office is to provide essential support services (including strategic planning, policy development, resource allocation and quality assurance etc) to the frontline service delivery staff.

Central Support Office is divided into main areas of responsibility;

Legal and Executive Support  
Policy, Research and Evaluation  
Finance and Properties  
Human Resources  
Training, Education and Development

Operations unit co-ordinate the services of Juvenile Justice Community and Justice Centres, including Psychological, Nursing, Alcohol and Other Drug and casework services and the state-wide transport of juveniles charged with criminal offences.

**Training Education and Development:**

This unit provides ongoing staff development through the provision of specially developed juvenile justice courses; and education through the Associate Diploma and youth work.

Residential accommodation is provided for staff development at McCabe Cottage located on the ground of Mt Penang Juvenile Justice Centre at Gosford.

**Juvenile Justice Advisory Council:**

The Minister for Justice, has appointed a group of persons from various areas who are considered as being expert in the field of working with young people.

This group provide advice to the Minister on all aspects of Juvenile Justice.



*Department of  
Juvenile Justice*

*Corporate Plan  
1996 - 2001*

## CONTENTS

- 3 Messages from the Minister and the Director General
- 4 Our vision, purpose and objectives
- 5 The aims of our corporate plan
- 6 An overview of our clients
- 7 Our organisation's primary values
- 8 Our service delivery principles
- 9 Our planned initiatives 1996 to 2001
- 9 Objective One: Relating to our clients
- 10 Objective Two: Relating to our staff
- 11 Objective Three: Relating to our organisation
- 12 Objective Four: Relating to our communities
- 13 Location of services: Statewide and metropolitan
- 14 Statewide directory of services

**TOWARDS 2001**



## FROM THE MINISTER

Community safety is a prime concern of the Government and we are committed to developing more effective programs to respond to juvenile crime and prevent re-offending.

The initiatives outlined in this corporate plan will provide a sound basis for improving both the range and quality of services provided throughout this state to juvenile offenders and their families.

The plan's emphasis on client centred strategies will ensure that young people are held accountable for their behaviour but are also given opportunities to develop the necessary skills to become responsible members of the community.

## FROM THE DIRECTOR GENERAL

Our department is currently undergoing a period of major review and development.

The organisation is being restructured in accordance with the recommendations of the Service Performance and Operations Division of the Premier's Department.



Staff of the NSW Ombudsman's Office have been inquiring into the management and operations of our custodial services. Their report is expected to recommend extensive changes to bring our nine centres into line with international juvenile justice standards.

These important reviews and the implementation of our new corporate plan and programs are all part of an ongoing process to ensure our resources are focused on the provision of quality services to the young people who are clients of our department.

I believe the outcome focus detailed in this plan demonstrates we are genuinely **STRIVING TO BREAK THE JUVENILE CRIME CYCLE.**

*Ken Buttrum*

**KEN BUTTRUM**  
Director General  
December 1996

**TOWARDS 2001**



## OUR VISION

STRIVING TO BREAK THE JUVENILE CRIME CYCLE

## STATEMENT OF PURPOSE

ENSURING THE PROVISION OF QUALITY COMMUNITY AND CUSTODIAL SERVICES TO MAXIMISE THE CAPACITY AND OPPORTUNITY OF JUVENILE OFFENDERS TO CHOOSE POSITIVE ALTERNATIVES TO OFFENDING BEHAVIOUR

Today our department is establishing close links with communities to assist juvenile offenders break the crime cycle. The Aboriginal Mentor Program is one of a number of initiatives using community members to support Aboriginal youth. Pictured here with prospective mentors at Wilcannia are program development officer Claude Gordon (3rd from left) and Western Cluster Director Garry Page (far right)

## KEY OBJECTIVES

### ■ *Relating to our clients*

TO IMPROVE THE QUALITY AND DEVELOPMENTAL FOCUS OF CLIENT INTERVENTIONS IN ABUSE FREE SERVICE ENVIRONMENTS

### ■ *Relating to our staff*

TO MAXIMISE THE DEVELOPMENT AND USE OF STAFF SKILLS WITHIN A TEAM ENVIRONMENT FOCUSED ON POSITIVE OUTCOMES

### ■ *Relating to our organisation*

TO ENHANCE OUR MANAGEMENT OF ALLOCATED RESOURCES WITHIN AN ORGANISATION FOCUSED ON LEARNING AND CONTINUOUS IMPROVEMENT

### ■ *Relating to our communities*

TO ENHANCE SERVICE DELIVERY PARTNERSHIPS AND COMMUNITY RELATIONSHIPS WHILST PROMOTING GREATER AWARENESS OF OUR SERVICES AND RESPONSIBILITIES



## THE AIMS OF OUR CORPORATE PLAN

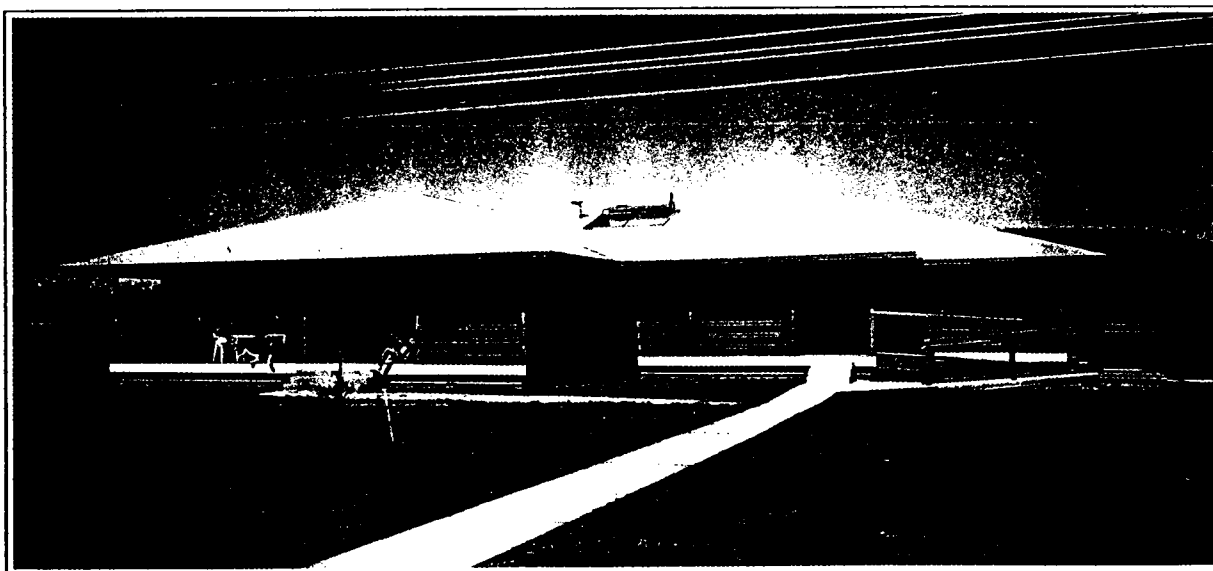
### ■ to improve ...

- the quality of our client services
- the department's capacity to meet the needs of clients
- ┘ the job satisfaction and expertise of our staff
- ┘ our financial performance and accountability
- ┘ our organisational communication
- ┘ our openness and accountability as a government agency.

### ■ to develop ...

- ┘ consensus management and a team based culture in our organisation
- ┘ an organisation eager to listen and learn from its clients and stakeholders
- ┘ an organisational culture driving continuous improvement
- ┘ an organisation reflecting cultural diversity and gender equity.

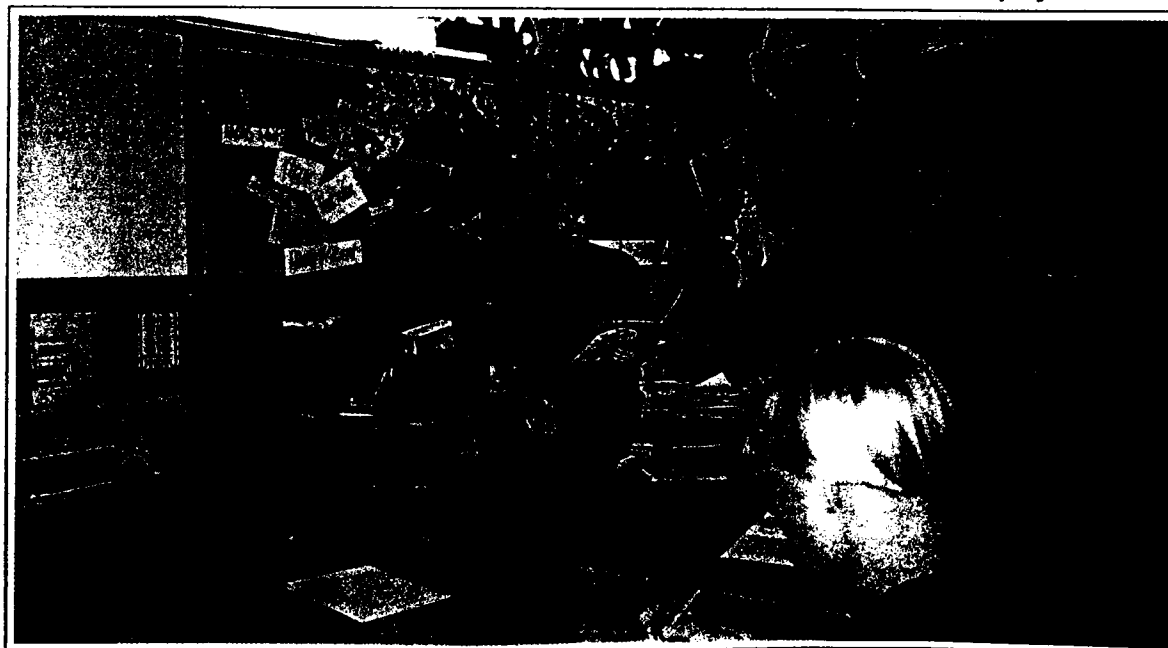
The Nardoola Project at Pallamallawa (near Moree) is a new program developed specifically for Aboriginal young people in consultation with the local community and other government agencies. The young people participating in this program will be taught appropriate living and vocational skills by the Aboriginal staff.



## AN OVERVIEW OF OUR CLIENTS

- ┆ The department is mandated to deal with juvenile offenders, the majority being 16 to 17 year old males committing property offences
- ┆ Many of our clients have experienced significant family stress resulting in periods of homelessness, or family and community dislocation
- ┆ A large proportion is affected by neglect or physical, emotional or sexual abuse
- ┆ Often they find it hard to relate to, or empathise with others, especially adults and authority figures
- ┆ Many act impulsively and experience difficulty managing their emotions and behaviour
- ┆ Some frequently suffer depression and emotional instability and have harboured thoughts of self harm. Others have attempted suicide, or serious self injury
- ┆ Many experience learning difficulties and school adjustment problems, which may not reflect their intellectual potential. In fact, many leave school before completing year 8
- ┆ Many have limited training opportunities or employment choices, feel powerless and alienated from society because of their low self esteem, educational deficits and level of social disadvantage
- ┆ Frequently they become involved in risk taking behaviours such as abuse of alcohol and other drugs and may seek refuge in a delinquent peer group
- ┆ Our clients reflect the cultural diversity of the youth population of this state.

Many juvenile offenders have had limited education for a number of reasons. Schools within juvenile justice centres are providing specialist tuition which is helping some young people spark a desire to rejoin the education system on leaving custody to heighten their chances of employment.



## OUR ORGANISATION'S STRATEGIC VALUES

### ■ *Regarding our clients*

- ┆ The department seeks to meet the needs of clients and their families, and to provide supportive abuse free service environments
- ┆ We believe in the inherent capacity of young people and their families to make positive changes to their lives
- ┆ With support, guidance and appropriate supervision, the majority of juvenile offenders will grow out of their period of delinquency
- ┆ Young people, nevertheless, should be held accountable for their offending behaviour.

Vocational training can play an important part in bringing positive changes in juvenile offenders. All nine juvenile justice centres have qualified tutors providing vocational instruction and some of the courses are TAFE affiliated and can be continued in the community.



### ■ *Regarding our staff*

- ┆ Each staff member is accountable for the delivery of quality client service
- ┆ Our capacity to deliver quality services is dependent on the professionalism, enthusiasm and empowerment of staff
- ┆ The department must therefore ensure the ongoing support, safety and professional development of staff.

### ■ *Regarding our stakeholders*

- ┆ In working with our clients, community safety is a prime consideration
- ┆ The department will consult and co-operate with other stakeholders and support our community service delivery partners
- ┆ We will keep the community informed about our service delivery strategies and plans.

# TOWARDS 2001



## OUR SERVICE DELIVERY STRATEGIES

### ■ *Staff of the Department of Juvenile Justice will strive to*

- treat information about clients and their families sensitively and confidentially
- assist clients to accept responsibility for their behaviour
- cater for the individual needs and backgrounds of our clients to better address their offending behaviour and foster their ongoing development
- └ recognise and respect the needs of clients, and provide appropriate services to meet the needs of the diverse cultural and ethnic backgrounds of our clients and their families
- └ provide clients with protective abuse free developmental services
- └ seek the involvement of clients, their families and significant others in case management
- └ discuss with clients and their families the reasons for our decisions
- └ assist clients to develop and maintain significant relationships, community contacts and cultural ties to facilitate community integration
- └ encourage clients to involve support persons of their choice in their dealings with the department and other sections of the justice system
- └ ensure client complaints are heard and dealt with fairly and promptly.

Cultural groups are encouraged to visit juvenile justice centres to provide an insight into their traditions and heritage and foster greater cross culture awareness.





## OBJECTIVE TWO: RELATING TO OUR STAFF

**To maximise the development and use of staff skills within a team environment focused on positive outcomes**

### ■ *Planned initiatives*

- Introduction of a staff performance planning and review system for all levels of staff
- Introduction of new staff recruiting procedures including probity checks
- Implementation of consistent staff induction procedures and training
- ┘ Introduction of recruitment procedures to increase the proportion of women working in custodial services
- ┘ Establishment of an Aboriginal Support Unit in the department's central support office
- ┘ Introduction of recruitment procedures to increase the proportion of Aboriginal and ethnic and cultural minority staff in especially front line and management positions
- ┘ Provision of increased opportunities for staff rotation between community and

custodial services and from central support office to front line services

- Introduction of competency based training for front line staff in community and custodial workplaces
- Enhancement of cultural awareness training for all levels of staff
- Exploration and implementation of client focused flexible work practices e.g. home based work
- Provision of systematic training strategies and development programs for middle managers
- Provision of opportunities, both within and outside the department, for widening the professional experience of staff.

### ■ *Expected outcomes of planned initiatives*

- ┘ Increase in the proportion of women, Aboriginal people, people from ethnic and cultural minority backgrounds in front line and management positions
- ┘ Increase in the number of staff involved in support and planning reviews with supervisors
- ┘ Increase in the number of staff participating in training courses, job rotation or external work experience
- Increase in the number of staff with relevant qualifications or accredited education
- Decrease in the number of staff facing disciplinary action as a result of unethical behaviour or misconduct
- ┘ Reduction in the number of substantiated discrimination complaints.



**Aboriginal staff members attending a computer training session. All staff are actively encouraged to upgrade their skills to facilitate professional growth and heighten career prospects.**

## OBJECTIVE THREE:

### RELATING TO OUR ORGANISATION

**To enhance our management of allocated resources within an organisation focused on learning and continuous improvement**

#### ■ *Planned initiatives*

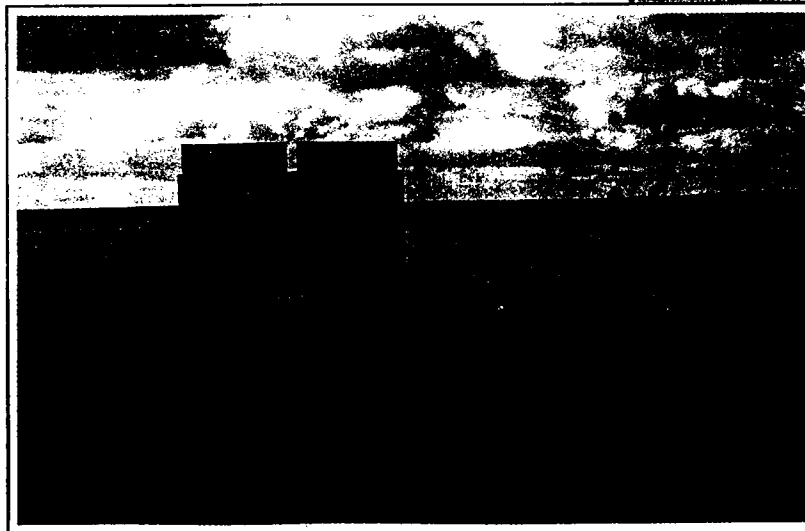
- Review of the effectiveness and efficiency of the departmental restructure
- Development and implementation of an information technology and telecommunications strategic plan
- Introduction of a departmental Executive Committee, involving staff elected representatives, to determine future departmental policies, strategies and program priorities
- Introduction of a departmental Quality Committee driving and monitoring continuous improvement and quality assurance processes
- Introduction of an Aboriginal Support Unit and an Aboriginal Staff Advisory Committee
- Enhancement of financial and administrative control strategies including establishment of a departmental Audit Committee
- Devolution of the majority of staff training and development functions to the clusters
- Revision of the capital works strategic plan and introduction of a cyclic property maintenance plan
- Implementation of revised human resources, financial and operational delegations at cluster and unit levels
- Introduction of performance agreements linked to strategic and operational plans for senior managers
- Development and implementation of a quality assurance and continuous improvement infrastructure within the department
- Development of a clinical research unit in collaboration with metropolitan universities

- Introduction of improved strategies to ensure safe workplaces
- Introduction of a more stringent motor vehicle management policy.

#### ■ *Expected outcomes of planned initiatives*

- Management of our resources within budgetary allocations
- Satisfactory audit results
- Reduction in workplace injuries
- Reduction in the number, rate and cost of workers' compensation claims
- Reduction in costs related to fringe benefits tax
- Increase in the rate of staff retention
- Reduction in expenses related to urgent minor repairs to property
- Reduction in the level of staff grievances related to decision making, consultative practices and staff training.

The building of a juvenile justice centre on this site on the Narromine Road, just out of Dubbo, is one of the major capital works planned for 1997. Another centre to benefit country juvenile offenders is to be built at Grafton by 1999.



**TOWARDS 2001**

## OBJECTIVE FOUR:

### RELATING TO OUR COMMUNITIES

**To enhance service delivery partnerships and community relationships whilst promoting greater awareness of our services and responsibilities**

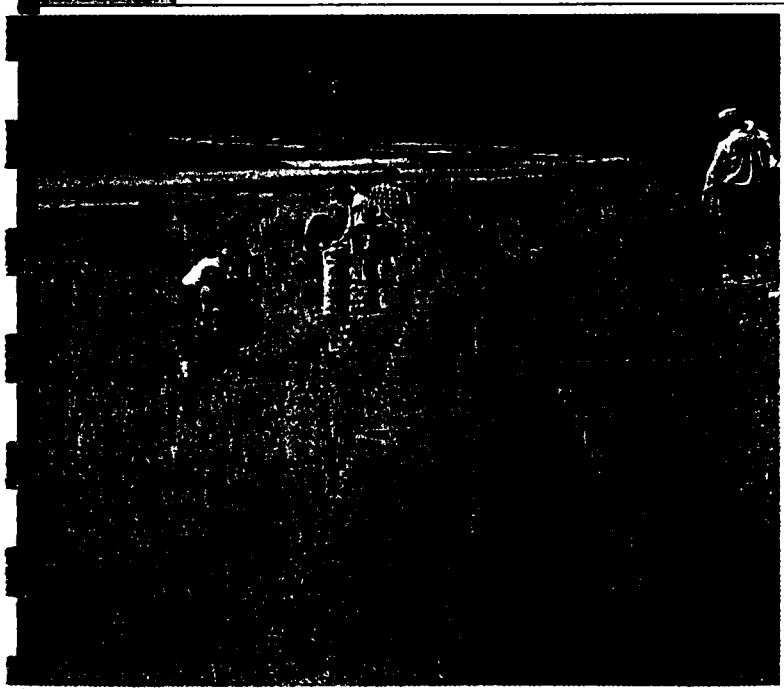
#### ■ Planned initiatives

- Establishment of regular consultative meetings with key stakeholders at central, regional and local levels
- Establishment of regular support meetings with service delivery partners at the local level
- └ Implementation of a community consultation protocol throughout the department's operations
- └ Expansion of the use of funded community agencies in the provision of juvenile justice services
- └ Development and implementation of strategies to promote greater community awareness of juvenile justice issues and trends

- └ Assist in the effective implementation of a community based restorative justice scheme as an alternative to court processing of juveniles
- └ Co-operation with community agencies to provide staff training for juvenile justice workers
- └ Development and implementation of strategies to improve services to Aboriginal and Islander clients in accord with the States and Commonwealth Agreement.

#### ■ Expected outcomes of planned initiatives

- └ Increase in the rate of juveniles involved in alternative community based programs
- └ Increase in the rate of juveniles successfully completing community based programs
- └ Reduction in the number of clients reoffending whilst involved in community based programs
- └ Increase in the number of community agencies involved in the Community Service Order Scheme
- └ Increased proactive media coverage of juvenile justice issues at the local level.



**A large number of community organisations is encouraged to participate in community service order programs assisting juvenile offenders to gain a sense of pride in and feel part of that community. Projects like this beach restoration with National Parks and Wildlife Service give the young people a sense of achievement as well as providing reparation for their previous criminal behaviour.**

# LOCATION OF SERVICES

- ★ SPECIALIST SERVICES
- JUVENILE JUSTICE CENTRES
- JUVENILE JUSTICE COMMUNITY SERVICES (JJCS)
- ▲ CLUSTER OFFICES
- \* ATTENDANCE CENTRE



- ★ SPECIALIST SERVICES
- JUVENILE JUSTICE CENTRES
- JUVENILE JUSTICE COMMUNITY SERVICES (JJCS)
- ▲ CLUSTER OFFICES
- ◇ PROPOSED JUVENILE JUSTICE CENTRES

TOWARDS 2001



# STATEWIDE DIRECTORY OF SERVICES

Level 5, Roden Cutler House, 24 Campbell Street,  
Sydney 2000, P.O. Box 1240, Haymarket 1240.  
Phone (02) 9289 3333. Fax (02) 9289 3399.

## Placements/Transport Services

Level 5, Roden Cutler House, 24 Campbell Street,  
Sydney 2000. Phone (02) 9289 3301. Fax (02)  
9289 3355.

## Sydney East and Central Coast

### Cluster Office:

#### SYDNEY EAST/CENTRAL COAST

Level 5, Roden Cutler House, 24 Campbell Street,  
Sydney 2000. Phone (02) 289 3386. Fax (02) 9289  
3351.

### Community Services:

#### CHATSWOOD

Level 2, Suite 4, 69 Archer Street, Chatswood  
2067. Phone (02) 9904 8170. Fax (02) 9904 8169.

#### GOSFORD

Suite 2, 53-71 Mann Street, Gosford 2250. Phone  
(043) 234 994. Fax (043) 234 441.

#### SYDNEY

Level 10, Roden Cutler House, 24 Campbell Street,  
Sydney 2000. Phone (02) 9289 3320. Fax (02)  
9289 3358.

#### STANMORE IPU

22 Middleton Street, Stanmore 2048. Phone (02)  
9560 4755. Fax (02) 9550 0867.

#### NEWTOWN ATTENDANCE CENTRE

C/- Level 10, Roden Cutler House, 24 Campbell  
Street, Sydney 2000. Phone (02) 9289 3320. Fax  
(02) 9289 3358.

#### McCABE COTTAGE

Pacific Highway, Kariong 2250. Phone (043) 402  
305. Fax (043) 402 529.

### Custodial Services:

#### KARIONG

Pacific Highway, Kariong 2250. Phone (043) 402  
600. Fax (043) 402 595.

#### MT PENANG

Pacific Highway, Kariong 2250. Phone (043) 401  
002. Fax (043) 401 677.

#### YASMAR

185 Parramatta Road, Haberfield 2045. Phone  
(02) 9797 3000. Fax (02) 9797 3033.

## Western Sydney

### Cluster Office:

#### SYDNEY WEST

C/ Cobham Juvenile Justice Centre, Water Street,  
St Marys 2760. Phone (02) 9833 6592. Fax (02)  
9673 3233.

### Community Services:

#### BLACKTOWN

115 Main Street, Blacktown 2148. Phone (02)  
9831 8088. Fax (02) 9831 4665.

#### FAIRFIELD

Suite 1, 101 The Crescent, Fairfield 2165. Phone  
(02) 9724 1690. Fax (02) 9724 6264.

#### BLACKTOWN IPU

211 Stephen Street, Blacktown 2148. Phone (02)  
9831 2588. Fax (02) 9831 2470.

#### BLACKTOWN ATTENDANCE CENTRE

C/- 115 Main Street, Blacktown 2148. Phone (02)  
9831 8088. Fax (02) 9831 4665.

### Custodial Services:

#### COBHAM

Cnr Great Western Highway and Water Street, St  
Marys 2760. Phone (02) 9623 8088. Fax (02) 9673  
4917.

#### MINDA

1 Joseph Street, Lidcombe 2141. Phone (02) 9646  
0777. Fax (02) 9749 2598.

## Northern NSW

### Cluster Office:

#### NORTHERN

4/124 Woodlark Street, Lismore 2480 (PO Box  
97). Phone (066) 222 864. Fax (066) 220 146.

### Community Services:

#### ARMIDALE

210 Beardy St, Armidale 2350 (PO Box 915).  
Phone (067) 712 820. Fax (067) 712 883.

#### BROADMEADOW

Cnr Belford & Chatham Streets, Broadmeadow  
2292 (P.O. Box 77). Phone (049) 623 755. Fax  
(049) 623 757.

#### COFFS HARBOUR

Suite 6, AMP Centre, cnr Gordon & Vernon Streets,  
Coffs Harbour 2450 (PO Box 1993). Phone (066)  
514 783. Fax (066) 514 784.

#### GLEN INNES

Cnr Meade St & East Avenue, Glen Innes 2370.  
(PO Box 142). Phone (067) 324 489. Fax (067) 324  
490.

#### GRAFTON

26 Villiers Street, Grafton 2460. Phone (066) 432  
172. Fax (066) 425 477.

#### KEMPSEY

Old Fire Station, Cnr Forth & Regent Streets,  
Kempsey 2440. Phone (065) 631 388. Fax (065)  
631 371.

#### LISMORE

4/124 Woodlark Street, Lismore 2480 (PO Box  
97). Phone (066) 222 864. Fax (066) 220 146.

#### MOREE

46 Auburn Street, Moree 2400 (PO Box 158).  
Phone (067) 523 415. Fax (067) 523 417.

#### MUSWELLBROOK

Court House, Bridge Street, Muswellbrook 2333.  
Phone (065) 411 191. Fax (065) 431 551.

TOWARDS 2001

**TAMWORTH**

6 Byrnes Avenue, Tamworth 2340 (PO Box 984).  
Phone (067) 669 433 or (067) 669 437. Fax (067)  
669 454.

**TAREE**

Suite 18, 102-112 Victoria Street, Taree 2430.  
Phone (065) 512 555. Fax (065) 512 612.

**TWEED HEADS**

1st Floor, Telecom House, 40 Francis Street,  
Tweed Heads 2485. (PO Box 707). Phone (07)  
5599 1298. Fax (07) 5599 1789.

**Custodial Services:****WORIMI**

21 Lambton Road, Broadmeadow 2292 (PO Box  
103). Phone (049) 693 255. Fax (049) 612 419.

**Western NSW****Cluster Office:****WESTERN**

37/39 Carrington Avenue, Dubbo 2830 (PO Box  
865). Phone (068) 811 337. Fax (068) 811 310.

**Community Services:****ALBURY**

State Government Offices, 512 Dean Street, Albury  
2640. Phone (060) 415 133. Fax (060) 415 161.

**BATHURST**

Suite 8, 73a William Street, Bathurst, 2795 (PO  
Box 1514). Phone (063) 323 690. Fax (063) 323  
692.

**BOURKE**

45 Mitchell Street, Bourke 2840 (PO Box 607).  
Phone (068) 722 556 or (068) 723 094. Fax (068)  
722 519.

**BROKEN HILL**

146 Chloride Street, Broken Hill 2880 (PO Box  
625). Phone (080) 871 439 or (080) 871 446. Fax  
(080) 882 386.

**COONAMBLE**

63 Castlereagh Street, Coonamble 2829 (PO Box  
258). Phone (068) 222 299 or (068) 223 213. Fax  
(068) 221 882.

**DENILQUIN**

50 Hardinge Street, Denilquin 2710 (PO Box 738).  
Phone (058) 815 251. Fax (058) 814 791.

**DUBBO**

37/39 Carrington Avenue, Dubbo 2830. (PO Box  
865). Phone (068) 811 397. Fax (068) 811 303.

**GRIFFITH**

State Government Offices, 104-111 Banna Av-  
enue, Griffith 2680 (PO Box 1422). Phone (069)  
642 379. Fax (069) 641 744.

**ORANGE**

265 Lords Place, Orange 2800 (PO Box 971).  
Phone (063) 611 2512. Fax (063) 611 329.

**PARKES**

267 Clarinda Street, Parkes 2870 (PO Box 109).  
Phone (068) 625 770. Fax (068) 622 535.

**WAGGA WAGGA**

1/45 Fitzmaurice Street, Wagga Wagga 2650 (PO  
Box 1023). Phone (069) 214 500. Fax (069) 218  
543.

**WALGETT**

31 Fox Street, Walgett 2832 (PO Box 109). Phone  
(068) 282 010. Fax (068) 282 109.

**Custodial Services:****RIVERINA**

Cnr Fernleigh and Glenfield Roads, Wagga Wagga  
2650 (PO Box 870). Phone (069) 312 811. Fax  
(069) 313 903.

**BROKEN HILL**

146 Chloride Street, Broken Hill 2880. Phone  
(080) 871 446. Fax (080) 882 386.

**Southern NSW****Cluster Office:****SOUTHERN**

State Government Offices, 84 Crown Street,  
Wollongong East 2520 (PO Box 328). Phone (042)  
268 393. Fax (042) 268 397.

**Community Services:****BATEMANS BAY**

Suite 11, St Georges Mall, 3 Orient Street,  
Batemans Bay 2536 (PO Box 610). Phone (044)  
726 521. Fax (044) 727 155.

**BEGA**

Suite 2, Bloomfield Chambers, 127 Carp Street,  
Bega 2550 (PO Box 833). Phone (064) 923 228.  
Fax (064) 923 275.

**BOWRAL**

Suite 6, AMP Building, 409 Bong Bong Street,  
Bowral 2576 (PO Box 448). Phone (048) 622 211.  
Fax (048) 622 212.

**CAMPBELLTOWN**

Level 1, 3 Chamberlain Street, Campbelltown 2560  
(PO Box 1281). Phone (046) 254 050. Fax (046)  
254 506.

**GOULBURN**

Goulburn Court House, Montague Street, Goulburn  
2580. Phone (048) 221 232. Fax (048) 221 939.

**NOWRA**

81 North Street, Nowra 2541 (PO Box 506). Phone  
(044) 230 556. Fax (044) 230 546.

**QUEANBEYAN**

The Robert Lowe Building, Suite 1, 30 Lowe Street,  
Queanbeyan 2620 (PO Box 710). Phone (06) 299  
2868. Fax (06) 299 6781.

**WOLLONGONG**

State Government Offices, 84 Crown Street,  
Wollongong East 2520 (PO Box 328). Phone (042)  
268 438. Fax (042) 268 420.

**LIVERPOOL IPU**

7 Speed Street, Liverpool 2170. Phone (02) 9821  
1644. Fax (02) 9821 3470.

**Custodial Services:****REIBY**

Briar Road, Airds 2560. Phone (046) 293 800. Fax  
(046) 293 829.

**KEELONG**

Staff Road, Unanderra 2526. Phone (042) 715  
044. Fax (042) 715 697.

**TOWARDS 2001**

# Appendix C

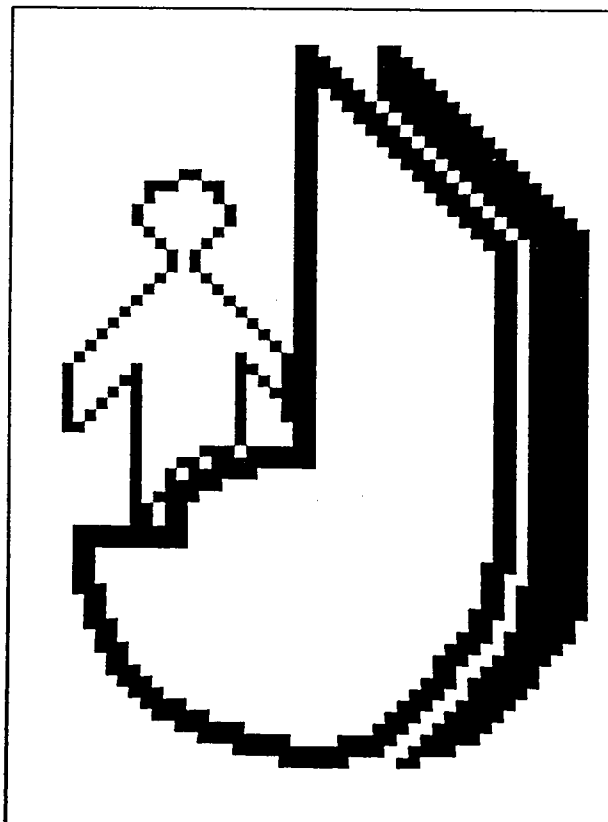
Information package for

Permanent  
Senior Youth Workers

**SENIOR YOUTH WORKER**

**DEPARTMENT OF  
JUVENILE JUSTICE  
INFORMATION PACKAGE**

**1998**





## STATEMENT OF DUTIES

TITLE: Senior Youth Worker

RESPONSIBLE TO: Centre Manager

RESPONSIBLE FOR:

- \* Assisting in the care and supervision of detainees in accordance with relevant legislation, departmental instructions and procedures, and each centre's aim and objectives.
- \* Working to establish positive relationships with detainees so the capacity to understand their behaviour and influence attitudinal and behavioural change is enhanced.
- \* Maintaining discipline in accordance with the Legislation and centre's rules and ensuring that sound supervisory practices are followed to prevent escapes and facilitated the safe custody of all detainees.
- \* Sharing in the ongoing enhancement of the Centre's program and the implementation of educational, recreational and social activities aimed at the development of all detainees.
- \* Maintaining all necessary records (log books, diaries, detainee files, C.I.S) and reporting as required, either verbally or in writing, on detainee progress, or any extraordinary incidents at the centre including the measures taken to deal with such occurrences.
- \* Participating in regular staff meetings, formal staff performance appraisal programs and staff development sessions, as required, to improve personal skills, knowledge and "quality " of service.
- \* Encouraging and assisting detainees to develop and implement plans aimed at meeting specific needs related to their successful community re-integration.
- \* Participating in individual or group counselling sessions with detainees and families, as appropriate and practicable.
- \* Performing any other duties related to the welfare of detainees or the benefit of the centre as determined by the centre manager.

*APPLICATION FOR EMPLOYMENT -  
SENIOR YOUTH WORKER*

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**THIS DEPARTMENT IS AN EQUAL OPPORTUNITY EMPLOYER**

If you have any queries regarding your application the Senior Employee Relations Officer will be able to assist you. You will be notified of the results of your application.

If you are called for interview or test and have any special requirements, please advise the Contact Officer for the vacancy. Any costs involved in attending interviews or tests must be met by the applicant.

Positions Number: \_\_\_\_\_

Location Sought: \_\_\_\_\_

Surname: \_\_\_\_\_ Title: \_\_\_\_\_

First/Other Name: \_\_\_\_\_

Previous/Other Name: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

Place of Birth: \_\_\_\_\_

Contact Address: \_\_\_\_\_

Phone: (H) \_\_\_\_\_ (W) \_\_\_\_\_

Current Employer: \_\_\_\_\_

Address: \_\_\_\_\_

Position: \_\_\_\_\_

**PLEASE RETURN YOUR APPLICATION TO THE ADDRESS SHOWN IN THE  
ADVERTISEMENT.**

DEPARTMENT OF

# Juvenile Justice

Level 5, Roden Cutler House, 24 Campbell Street, Sydney NSW 2000 - P.O. Box K399, Haymarket NSW 1240  
Telephone: (02) 9289 3333 Facsimile: (02) 9289 3399

**CENTRAL SUPPORT OFFICE**

## HEALTH DECLARATION (CONFIDENTIAL)

Do you currently have any illness, disability or condition which may affect your performance in carrying out the duties of the position.

YES/NO (If yes please provide details below)

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I certify that the above information is true as at \_\_\_\_\_ (date).

I understand subject to information provided, I may be required to undertake a health assessment.

Name: \_\_\_\_\_

Signed: \_\_\_\_\_



NEW SOUTH WALES PUBLIC SERVICE  
**APPLICATION FOR  
 EMPLOYMENT/TRANSFER/  
 PROMOTION**

FOR OFFICE USE ONLY

**EQUALITY OF EMPLOYMENT OPPORTUNITY AND  
 APPOINTMENT ON MERIT ARE PUBLIC SERVICE POLICY**

**PLEASE RETURN YOUR APPLICATION TO THE ADDRESS SHOWN  
 IN THE ADVERTISEMENT**

If you have any queries regarding your application, or any other matter, the recruitment officer will be able to assist you. You will be notified of the results of your application.

If you are called for an interview, and have any special requirements (e.g. wheelchair access to building, interpreter for hearing impaired persons), advise the Contact Officer for the vacancy. NSW Government is not required to refund any costs involved in attending interviews or tests.

**INTERVIEW**

YES

NO

Notified of interview:

Date: / /

Time: am/pm

Documents sighted

**POSITION APPLIED FOR:**

**DEPARTMENT:**

**BRANCH/DIVISION:**

**LOCATION (if applicable):**

**POSITION NO:**

**LAST/FAMILY NAME:**

**TITLE:**

**FIRST/OTHER NAMES:**

**CONTACT ADDRESS:**

(include postcode)

**PHONE NOS. — WORK:**

— HOME:

**PRESENT EMPLOYER:**

(if applicable)

**ADDRESS:**

(include postcode)

**POSITION:**

**DATE APPOINTED:**

**SALARY:**

**FOR CURRENT NSW GOVERNMENT EMPLOYEES ONLY**

**STANTIVE POSITION:**

**DATE APPOINTED:**

**ALLOWANCE (if any):**

**EMPLOYMENT STATUS:**

[Empty rounded rectangular box for Position Applied For]

[Empty rounded rectangular box for Last/Family Name and Title]

[Empty rounded rectangular box for Contact Address]

[Empty rounded rectangular box for Present Employer details]

[Empty dotted rectangular box for Stantive Position, Date Appointed, Allowance, and Employment Status]

# APPLYING FOR A JOB IN THE DEPARTMENT OF JUVENILE JUSTICE

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The Department of Juvenile Justice is an equal opportunity employer and applications for all positions are welcome from women, Aboriginal people, people of non-English speaking background and people with a disability.

Selection and promotion are based on merit and efficiency.

## PREPARATION

It is always a good idea to make inquiries regarding the position by telephoning the Contact Officer nominated in the advertisement.

Prepare your questions before telephoning to clarify any queries or further information you may require. Discuss the duties and responsibilities of the position, and the type of background and experience being sought.

Ask the Contact Officer to supply you with a copy of the relevant Position Description, and organisation chart, other relevant information which will enable you to address your application more fully to the position and an application form. (Most Contact Officers will have a prepared package of all the above for applicants which will be mailed on request.)

If possible, try to arrange a mutually convenient time and date to visit the workplace to meet the Contact Officer (usually the Supervisor of the position) and gain further information pertinent to the position.

## THE APPLICATION FORM

Your first step in applying for an advertised job is to ensure you meet all the essential requirements listed in the advertisement, and ascertain whether you are capable of meeting all or some of the desirable requirements.

Be precise in detailing your educational qualifications and remember that overseas qualifications must be equated to Australian standards. It is your responsibility to provide proof of this. You can obtain advice from :

Migrant Skills & Qualifications Unit  
Department of Training & Education Co-ordination  
255 Elizabeth Street  
Sydney NSW 2000  
Phone : 269 3529

To enable the Selection Committee to give every consideration to your application will need to attach a resumé detailing the following areas:

**EDUCATION**

Please give details of any school studies and/or any university or college studies completed or being undertaken. Show the institution, years attended and results. List any subjects relevant to the position.

**EMPLOYMENT**

Please provide full details of your employment history, including any previous employment in the NSW Public Service. You may include any temporary or part-time positions and experience gained in Australia or overseas. Information should include title of job, name of employer, dates, positions held, functions and responsibilities.

**CLAIM FOR POSITION**

The advertisement lists certain essential criteria which will be used to assess your application. This form lists each of these criteria and space is provided for you to indicate how you meet them. There may also be desirable criteria listed. Indicate if and how you meet these to aid your application. Please give details of how your skills and experience relate to the requirements of the job, so that the selection committee can form an accurate opinion of your eligibility for the position. If you need advice about whether skills or qualifications gained overseas meet a specified criterion, information may be obtained from the Contact Officer for the vacancy or the Migrant Employment and Qualifications Board of the NSW Department of Further Education, Training and Employment on (02) 9266 8069 or (02) 9266 8282.

**ADDITIONAL INFORMATION**

Please give details of any additional skills, qualifications, interests, activities or any other matters which may assist your claim for the position you seek. You may include: Languages; Short Courses; Social/Sporting Interests; Computer/Technical Skills; Union Membership; Driver's Licence; Community Activities.

**REFEREES**

To assist your application you should provide the names and telephone numbers of two people who may be contacted about your application. If approached, they will be asked to provide information on your past employment and work performance, relevant to the selection criteria for this position.

Employment is subject to:

- a) The applicant being an Australian citizen or having the status of permanent resident in Australia.
- b) The applicant providing a statement that they are physically capable to undertake the duties of the position.
- c) The applicant providing proof of identity (and any other necessary documentation).
- d) A criminal history clearance.

**Any statement on your application which is found to be deliberately misleading could make you, if employed, liable to dismissal.**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**THANK YOU FOR APPLYING**

SENIOR YOUTH WORKER APPLICANTS - DETAILS SHEET

TITLE: Mr/Ms/Mrs/Other: \_\_\_\_\_

SURNAME: \_\_\_\_\_

FIRST NAME: \_\_\_\_\_

OTHER NAMES: \_\_\_\_\_

PREVIOUS NAMES: (If applicable) \_\_\_\_\_

CONTACT PHONE NO: \_\_\_\_\_

DATE OF BIRTH:    /    /                      GENDER:    MALE/FEMALE

PLACE OF BIRTH: \_\_\_\_\_ (TOWN/CITY)

\_\_\_\_\_ (COUNTRY)

HIGHEST EDUCATIONAL QUALIFICATION (eg: HSC, School Certificate)

*The following information is voluntary; and will be used by the Department for compiling E.E.O. statistics only:*

ARE YOU:

PLEASE CIRCLE

(a) from a non-English speaking background?  
(If yes, please specify: \_\_\_\_\_ )

YES/NO

(b) of Aboriginal or Torres Strait Islander decent?

YES/NO

(c) have a disability:  
(If yes, please specify: \_\_\_\_\_ )

YES/NO

(d) fluent in a language other than English?  
(If yes, please specify: \_\_\_\_\_ )

YES/NO

(e) do you have overseas qualifications?  
(If yes, please specify)

YES/NO

.....

# GETTING A JOB IN THE NEW SOUTH WALES GOVERNMENT

.....

## WHAT DOES THE NSW GOVERNMENT DO?

Agencies within the NSW Government undertake a range of different functions. Some examples are:

- ☞ services to the public (eg the Department of Health and Department of School Education).
- ☞ protecting natural resources and cultural assets (eg the Environment Protection Authority, Department of National Parks and Wildlife, and Ministry of Arts).
- ☞ maintaining public order and safety (eg the Police Service and the Department of Corrective Services).
- ☞ providing infrastructure (eg State Rail, the Roads and Traffic Authority, and State Transit).
- ☞ promoting social justice (the Department of Aboriginal Affairs and the Ethnic Affairs Commission).
- ☞ developing the market and promoting economic development in NSW (eg the Department of State and Regional Development).

## EMPLOYMENT OPPORTUNITIES IN THE NSW GOVERNMENT

The NSW Government offers a wide selection of challenging jobs. Jobs as teachers, lawyers, engineers, nurses, clerks, train drivers, computer programmers, tradespeople, police officers, scientists and librarians are just a few examples.

Today's NSW public sector is dedicated to serving customers and the community and utilise modern management methods and technology. NSW Government employees receive excellent training and the achievements and opportunities available in the Government match those of leading private sector companies.

If you're looking for a dynamic, learning workplace where service, effort and initiative are recognised, you'll find it in the NSW Government.



## GOOD CONDITIONS

Whether you are looking for a short term job or a long term career, the NSW Government currently offers excellent conditions of employment including:

- ✓ flexible working hours and work practices eg job sharing;
- ✓ equal employment opportunity;
- ✓ promotional prospects based on merit selection;
- ✓ career development opportunities;
- ✓ competitive pay;
- ✓ four weeks annual leave and leave loading;
- ✓ fifteen days paid sick leave;
- ✓ nine weeks paid maternity leave;
- ✓ two months paid long service leave after ten years service;
- ✓ family and community service leave.

## WHERE TO LOOK FOR INFORMATION ABOUT JOBS

The best place to find jobs in the NSW Government is in the employment section of Saturday's *Sydney Morning Herald* and *Daily Telegraph*.

Some NSW Government organisations also place display advertisements in the main part of the employment section of these newspapers. Management and specialist jobs as well as traineeships, cadetships, apprenticeships and graduate intakes are advertised in this way.

Local newspapers, professional journals, business newspapers and ethnic newspapers are other places where NSW Government jobs are sometimes advertised.

NSW Government organisations also select entry level staff, graduate trainees, mid-level clerical or administrative staff, and temporary employees through Recruitment Services Australia (RSA), a branch of the Commonwealth Department of Employment, Education, Training and Youth Affairs (DEETYA).

In order to be eligible, applicants must achieve a good result on the Public Service Recruitment Test which is conducted several times each year and also complete the Public Sector Recruitment Questionnaire which is filled out by the applicant at home. Together, the test and questionnaire provide comprehensive information about each person's skills, attributes, qualifications, experience and work preferences.

If you are interested in sitting for this test, you should contact your local Centerlink or telephone the RSA office in Sydney (State Staff) on (02) 9242 4300 where you will be able to find out about dates for the next test and obtain a practical test.

## **DO YOU HAVE A SPECIAL EMPLOYMENT NEED?**

There a number of special employment and training programs available to assist particular groups in the community gain employment in the NSW Government.

### **Unemployed People**

National Training Wage Traineeships are available in the NSW Government for unemployed people. Although permanent appointment is not guaranteed, these traineeships provide excellent work experience and training opportunities that allow people to compete more effectively for today's jobs. The traineeships categories available are: Office Assistant, Laboratory Assistant, Stores Assistant, and Hospitality Operations.

Your local Centerlink office or Department of Training and Education Co-ordination (DTEC) office can provide more information on the traineeships.

### **Aboriginal Employment Program**

Aboriginal people are assisted in gaining employment in the NSW Government through a number of special employment programs. These programs include apprenticeships, some technical and professional positions and clerical or administrative jobs.

For more information about these programs, contact Aboriginal Programs, Department of Training and Education Co-ordination (DTEC) telephone (02) 9266 8087.

### **People with Disabilities**

People with a disability are employed in the NSW Government. Special programs, equipment and facilities are available to assist people with a disability gain employment. For further information, contact the Education Access Services Branch of DTEC on (02) 9266 8130.

### **People with Overseas Qualifications**

If you need advice on gaining recognition for a qualification gained overseas, contact Migrant Skills and Qualifications Services, DTEC, on (02) 9266 8704.

## **HOW DO I APPLY?**

For NSW Government positions, you will need to apply, in writing, to the agency advertising the job. Your job application determines whether you will get an interview. It is your opportunity to show the selection committee that you have the knowledge, skills, experience and ability to do the job.

You should take the following steps when preparing your application.

\* **Read the Advertisement**

Read the job advertisement closely as it usually includes a brief description of the job and the selection criteria. It also gives you a contact name, address and a closing date for applications.

\* **Telephone the Contact Person**

A contact person will be named in the advertisement. You can gain more information about the job by phoning the contact person. Ask for a copy of the position description as well as any other relevant documentation which could help you with your application, such as the most recent annual report for the organisation.

Speaking to the contact person may also help you decide whether to apply for the job, and what aspects of your qualifications and experience you should emphasise in your application.

\* **Complete the application form**

A standard job application form will often be sent as part of the information package for the position. It can also be obtained from the contact person. Complete this form and enclose it with our application and resume.

\* **Write a Covering Letter**

A short letter of introduction is an excellent opportunity to create a positive first impression on an employer. In it you should summarise your qualifications, skills and why you think you are the best person for the job. This is often referred to as your claim for the position. The points you make should be expanded on when you address the selection criteria.

\* **Address the selection criteria**

The job requirements stated in the advertisement will include essential criteria and sometimes additional desirable criteria.

You should clearly and concisely address each selection criterion in a separate statement of claim attached to your covering letter. Show how your skills, qualifications, abilities and training are relevant.

Applicants who do not specifically address the criteria may not be called for an interview.

\* **Attach Your Resumé**

Attach a resumé with details of your skills, education and employment history. If you have gained skills, knowledge or experience outside of work or overseas include them in your resumé.

### \* Name Two Referees

Include the names and phone numbers of at least two referees who can comment on your recent work performance or provide personal references.

### \* Send Your Application

Ensure your application reaches the address set out in the job advertisement by the stated closing date.

## **CHOOSING THE BEST PERSON**

Choosing the best person for the job is part on the NSW Government policy of equal employment opportunity.

Employees in NSW Government jobs are appointed on merit. This means that if your qualifications, experience, skills, standard of work performance and personal qualities best match the job requirements, you will be selected.

The selection process in the NSW Government involves a number of stages which provide the necessary information for the selection committee to select the most meritorious candidate for the position. These stages are:

### \* Shortlisting

The selection committee meets, usually within ten working days of the closing date, to assess all applications against the selection criteria and to decide who will be interviewed. If you do not meet all the essential criteria for the job, you may not be considered for an interview.

### \* Interviewing and Further Assessment

The selection committee can use a combination of methods for assessing applicants. These may include interviews, work samples, performance tests (eg knowledge test, case study, oral presentation) and ability tests (typing speed, shorthand, literacy and numeracy).

If you are selected for interview or other further assessment, you will be given at least three days notice to prepare yourself. You may be asked to bring samples of your work to the interview.

The selection committee is usually made up of three people and they will ask you questions related to the selection criteria.

If you have any special requirements (eg disabled parking, wheelchair access, sign language interpreter), tell the contact person so that appropriate arrangements can be made.

\* Referee checks

The convenor of the selection panel will often contact the referees nominated in your application to seek further information about your fitness for the position and validate claims of suitability.

## **WHAT HAPPENS NEXT?**

If you are selected for the job you will be telephoned by the selection committee convenor with a job offer. This is usually done within 7-10 days of the interview. If you accept the job, the offer will be confirmed in writing.

If your application is unsuccessful, you will be notified in writing, usually within 14 days of the interview, after the successful candidate has accepted the offer.

Unsuccessful applicants are encouraged to request a post-selection discussion with the convenor of the selection committee. This can help you understand the committee's decision and to discuss ways that you can improve your application or interview performance when you next apply.

## Pre-selection Testing for the Position of Senior Youth Worker

As part of your application for work as a Senior Youth Worker you may be required to undertake pre-selection tests in reading comprehension, writing skills and reasoning.

Below are example and practice questions from the reading comprehension and reasoning tests to enable you to become familiar with the test format. The writing skills test will require you to read a passage or article and write answers to questions about the article.

### Example A

Example A you are asked to read the example passage and choose the best answer to the questions that are asked.

For Question P1 the answer is A. For P2 the answer is B and in P3 the answer is D.

### Example B

In Example B you will see in the top half of the page a pattern with a blank space in it (A1). Down below there are six small pieces numbered 1, 2, 3 and then 4, 5, 6. You have to find which one of the pieces will complete the pattern. These pieces are all the same size and shape as the missing piece so there is no measuring to be done, but only one of them will complete the pattern.

Look at piece number 1 - that won't do, because it is a different pattern. It has thick black lines across it. Number 2 is a blank piece, so it won't complete any pattern. Number 3 has checks, and number 5 is a cross, so they won't do.

Now what about 6, it is the right kind of pattern, but there is a bit missing at the end. That leaves number 4, and that, you can see, is the right answer. It is the only one which would complete the pattern if it were placed in the blank space.

Now turn over the page to A2. The answer is 5. Turn over the page again and try A3. The answer is 1.

The three tests will take approximately two hours to complete. All writing materials are supplied.

## DIRECTIONS

## EXAMPLE A

This is a test of ability to read and understand written material. There are six passages of text within this test, and 32 questions which relate to these passages. Your task is to read each passage, read the questions that follow the passage, and choose the one best answer from the four options (A, B, C and D) provided for each question. Then, on the separate answer sheet, mark your answer to each question by using a pencil to fill in the box under the appropriate letter, A, B, C or D.

After you have read the example passage below, read practice question P1 which follows it, choose the best answer, and mark it in the Practice Examples section of the separate answer sheet. Then do the same for practice questions P2 and P3.

## EXAMPLE PASSAGE

The basic materials in bricklaying are bricks and mortar. Bricks are usually made of clay, and mortar is usually made of water, sand, and cement and/or lime. The purpose of mortar is to join separate bricks into one solid mass.

P1 Bricks are usually made of

- A clay.
- B wood.
- C metal.
- D plastic.

P2 What are the basic materials in bricklaying?

- A glass and putty
- B bricks and mortar
- C pipes and adhesives
- D electrical components

P3 Mortar is used to

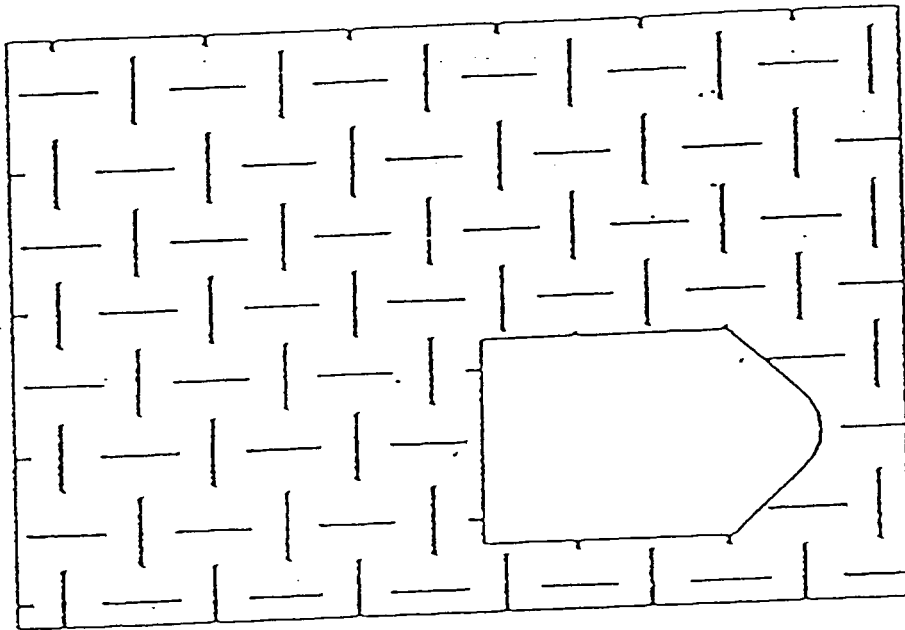
- A decorate brick structures.
- B prevent bricks sticking together.
- C reduce the weight of brick structures.
- D join separate bricks into one solid mass.

Answer each question only by referring to the information in the relevant passage. Work as quickly as you can without making mistakes. If you wish to change an answer, erase your first mark completely and mark your new answer clearly. Please do not make any other marks on the answer sheet.

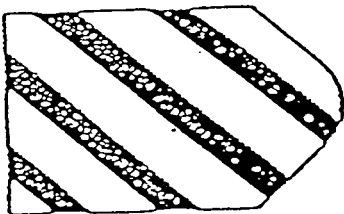
SET A

A1

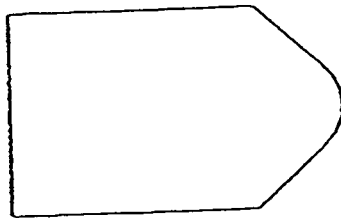
EXAMPLE B



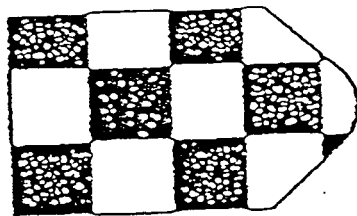
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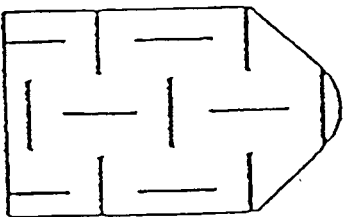
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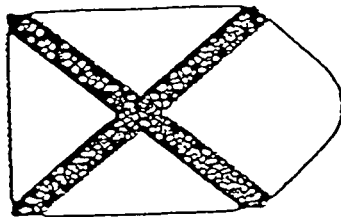
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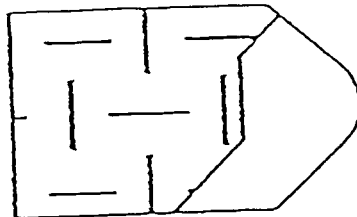
4



5

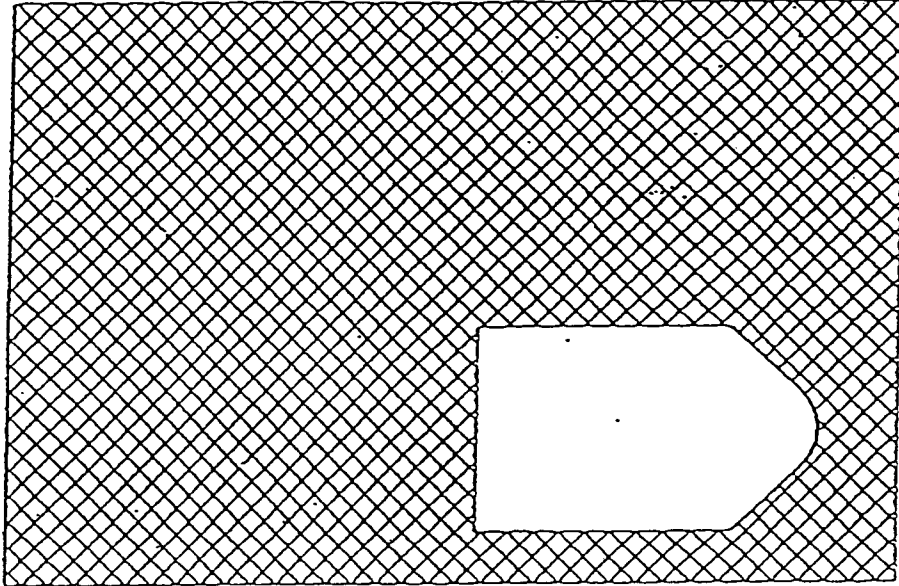


6

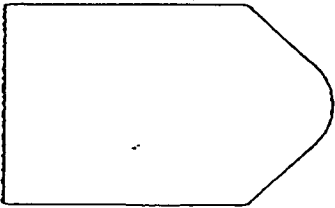




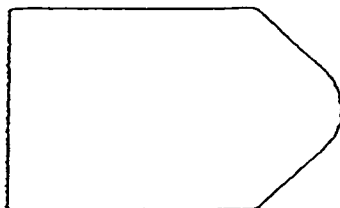
A2



1



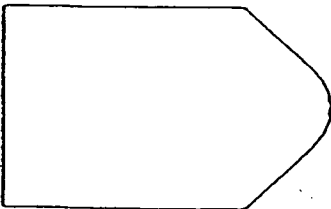
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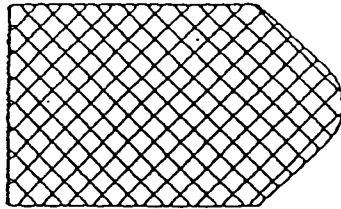
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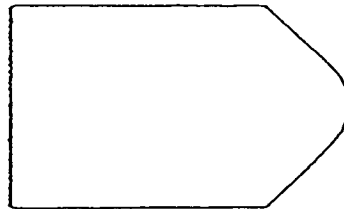
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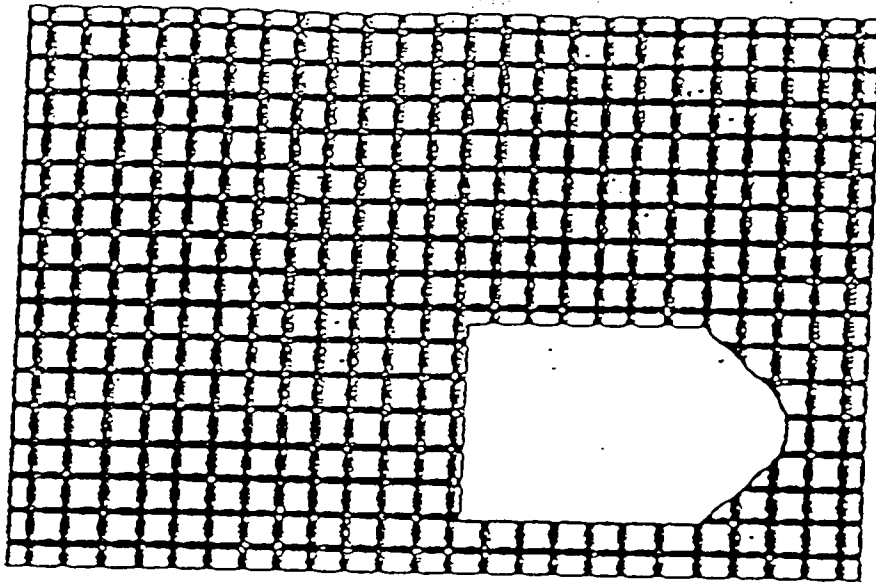
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6



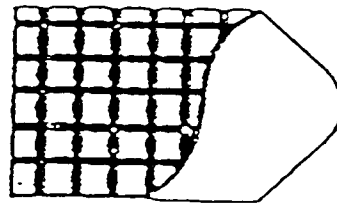
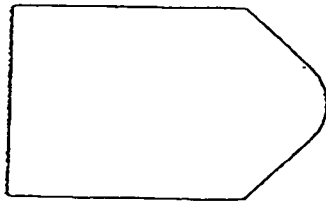
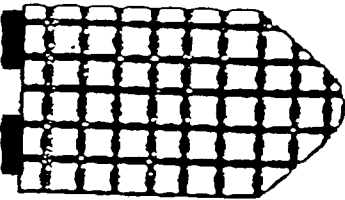
A3



1

2

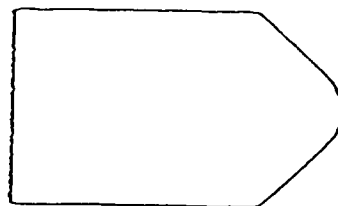
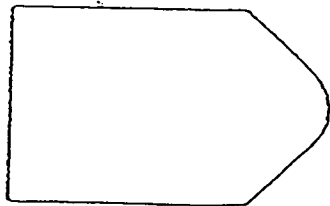
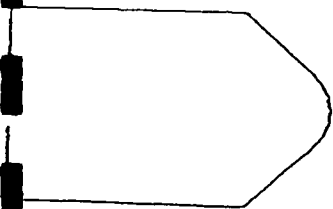
3



4

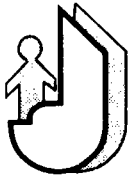
5

6



# Appendix F

# Health Declaration



DEPARTMENT OF  
**Juvenile Justice**

Level 5, Roden Cutler House, 24 Campbell Street, Sydney NSW 2000 - P.O. Box K399, Haymarket NSW 2000-014  
Telephone: (02) 9289 3333 Facsimile: (02) 9289 3399

**CENTRAL SUPPORT OFFICE**

**HEALTH DECLARATION  
(CONFIDENTIAL)**

Do you currently have any illness, disability or condition which may effect your performance in carrying out the duties of the position.

YES/NO (If yes, please provide details below:-

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I certify that the above information is true as at \_\_\_\_\_(date). I understand subject to information provided, I may be required to undertake a health assessment.

Signed:

Name:

Appendix G

Successful / Unsuccessful

Letters

9 October 1998

Our Ref: U1a

1~

Dear 2~

POSITION: 3~

POSITION NO: 4~

I refer to your recent application for the above position. The selection committee has given careful consideration to your application along with those of others. On this occasion you were not the successful candidate.

If you would like some feedback on the relative strengths of your application as assessed by the committee, post-selection counselling is available to all applicants, including those not called for interview. This provides an opportunity for the convenor to discuss your application as assessed by the selection committee in relation to the key criteria.

Please contact the convenor 5~ on telephone number 6~ if you would like post-selection counselling or have any further questions regarding this position.

Thank you for your interest in applying for this position.

Yours sincerely

Elaine Lamond  
Manager, Human Resources  
for Robert Hermann  
Director Corporate Services

12 October 1998

Our Ref: c1a

Senior Employee Relations Officer  
Human Resources  
Department of Juvenile Justice  
PO Box K399  
HAYMARKET NSW 2000

I, 1~, accept the position of Casual Senior Youth Worker at a salary rate of \$ 2~ per hour. Upon subject to a satisfactory security clearance, a satisfactory health declaration or medical assessment for pre-existing medical assessment for pre-existing medical conditions, provision of birth certificate and / or proof of Australia citizenship and completion of pre-employment induction course prior to commencing duties with your Department in terms of the letter of offer dated 3~ and acknowledge that the salary rate and conditions stated therein are not subject to further negotiation upon acceptance.

I acknowledge receipt of the Department of Juvenile Justice Code of Conduct and the Provision of a Protective Abuse-Free Environment in the Department of Juvenile Justice and am aware of my responsibilities and obligations as outlined therein.

.....  
SIGNED

.....  
DATE

12 October 1998

Our ref: C1

1~

Dear 2~

I am pleased to advise that approval has been given for your employment as a Casual Senior Youth Worker at 3~.

Your casual employment is on an on call basis (to work as required) and will depend on the needs and requirements of the department. Your commencing salary will be at the rate of \$ 4~ per hour. This rate incorporates a 15% loading in lieu of payment for conditions such as sick leave, public holidays etc. and in recognition of the casual nature of your employment. In addition, appropriate shift and penalty rates will be paid when applicable. A further loading of 1/12 of the casual hourly rate will be paid (per hour) representing holiday pay.

Please note that your casual employment is conditional upon a satisfactory clearance of a criminal records check with the NSW Police Service, a satisfactory health declaration or medical assessment for pre-existing medical conditions, provision of birth certificate and / or proof of Australian citizenship and completion of pre-employment induction course prior to commencing duties.

You should also note that each period of casual employment with the department is a separate contract of employment which may be terminated at any time by the department.

It will now be necessary for you to formally accept this offer of casual employment in writing on the attached acceptance. The signed acceptance with your acknowledgment of the Department's Code of Conduct and Protective Abuse-Free Environment Policy must be returned to this office within two weeks of the date of this letter.

Upon your entry on duty it will be necessary for you to supply details of your Bank/Building Society/Credit Union account and tax file number for salary payments. Should you have any further enquires, please contact the convenor 5~ on telephone number 6~.

Congratulations on your success in acquiring casual employment with this department.

Yours sincerely

Elaine Lamond  
Manager Human Resources  
for Robert Hermann  
Director Corporate Services



## Incident Reporting Procedure

### When to use this procedure

Use this procedure following an incident, when the immediate risk is no longer present to ensure effective reporting and recording of the incident.

### Before using this procedure

Is this your first time using this procedure? See and understand:

- [Incident Reporting Policy](#)
- [SupportPoint – CIMS online help](#)
- [Department of Justice Writing Style Guide](#)
- [Duty of care](#)
- [Child Protection and Wellbeing Procedure](#)

### Start using this procedure

Your responsibilities

Find your role Find what you need to do

Role	When required	Responsibilities
<b>All Employees</b>	As a participant or victim in an incident or witness to an incident	All employees <a href="#">steps</a>
<b>Assistant Unit Manager Shift Supervisor</b>	As Incident Supervisor	Incident Supervisor <a href="#">steps</a>
<b>Unit Manager</b>	As Incident Supervisor	Incident Supervisor <a href="#">steps</a>
<b>Duty Manager</b>	As Incident Supervisor As 1 <sup>st</sup> approving officer As 2 <sup>nd</sup> approving officer As 3 <sup>rd</sup> approving officer	Incident Supervisor <a href="#">steps</a> 1 <sup>st</sup> approving officer <a href="#">steps</a> 2 <sup>nd</sup> approving officer <a href="#">steps</a> 3 <sup>rd</sup> approving officer <a href="#">steps</a>
<b>Assistant Manager (JJCO)</b>	As Incident Supervisor As 1 <sup>st</sup> approving officer	Incident Supervisor <a href="#">steps</a> 1 <sup>st</sup> approving officer <a href="#">steps</a>
<b>Assistant Manager (CS)</b>	As Incident Supervisor As 1 <sup>st</sup> approving Officer As 2 <sup>nd</sup> approving officer As 3 <sup>rd</sup> approving officer	Incident Supervisor <a href="#">steps</a> 1 <sup>st</sup> approving officer <a href="#">steps</a> 2 <sup>nd</sup> approving officer <a href="#">steps</a> 3 <sup>rd</sup> approving officer <a href="#">steps1</a>
<b>Assistant Manager (G)</b>	As Incident Supervisor As 1 <sup>st</sup> approving Officer As 2 <sup>nd</sup> approving officer As 3 <sup>rd</sup> approving officer	Incident Supervisor <a href="#">steps</a> 1 <sup>st</sup> approving officer <a href="#">steps</a> 2 <sup>nd</sup> approving officer <a href="#">steps</a> 3 <sup>rd</sup> approving officer <a href="#">steps</a>
<b>Centre Manager / Area Manager</b>	Always  As Incident Supervisor As 1 <sup>st</sup> approving Officer As 2 <sup>nd</sup> approving officer As 3 <sup>rd</sup> approving officer	Centre Manager / <a href="#">steps</a> Area Manager  Incident Supervisor <a href="#">steps</a> 1 <sup>st</sup> approving officer <a href="#">steps</a> 2 <sup>nd</sup> approving officer <a href="#">steps</a> 3 <sup>rd</sup> approving officer <a href="#">steps</a>

**Procedural steps – incident reporting**

<p><b>All Employees</b></p>	<p>As an incident participant (<b>any</b> employee working in custody, the community or a conferencing environment who is an alleged victim, witness or participant in an incident)</p> <p><b>If a client makes an allegation of abuse or misconduct:</b></p> <ol style="list-style-type: none"> <li>1. <b>Advise</b> young person of limits of confidentiality</li> <li>2. <b>Report</b> matter to your supervisor immediately</li> <li>3. <b>Do NOT</b> discuss with other employees</li> <li>4. <b>Do NOT</b> question or interview the young person further</li> <li>5. <b>Do NOT</b> investigate the matter further</li> <li>6. <b>Report</b> all allegations externally in line with the <a href="#">Incident Reporting Policy</a></li> </ol> <p><b>Following Incident – reporting requirements</b></p> <ol style="list-style-type: none"> <li>1. <b>Consult</b> with your supervisor about the correct reporting requirements</li> <li>2. <b>Report</b> any concerns regarding a detainee’s health or wellbeing to the Unit Supervisor / Duty Manager</li> <li>3. <b>Enter</b> brief details of incident in Unit Log Book (custody) as directed</li> <li>4. <b>Enter</b> case notes as directed</li> <li>5. <b>Complete</b> Mandatory Reporter Guide (MRG) as directed</li> <li>6. <b>Inform</b> your supervisor if MRG indicates referral to Community Services Child Protection Hotline</li> <li>7. <b>Complete</b> further reports below as directed</li> <li>8. <b>Request</b> <a href="#">EAP details</a> from supervisor if required (<a href="#">Incident Reporting Policy</a>)</li> </ol> <p><b>As a YJC Convenor</b></p> <ol style="list-style-type: none"> <li>1. <b>Provide</b> the relevant information for data entry and reporting to Assistant Manager (JJCO)</li> <li>2. <b>Do not</b> complete reports in SAP/CIMS</li> </ol> <p><b>CIMS Incident reporting</b></p> <p><b>As nominated participant, witness or victim</b></p> <ol style="list-style-type: none"> <li>1. <b>Refer</b> to SupportPoint</li> <li>2. <b>Check</b> CIMS in tray for ‘staff incident report required’ notification</li> <li>3. <b>Complete</b> the incident report based on your observations</li> <li>4. <b>Refer</b> to Department of Justice <a href="#">writing style guide</a> if required</li> <li>5. <b>Enter all</b> details requested in incident report</li> <li>6. <b>Check</b> information with your supervisor before saving record</li> </ol> <p><b>SAP Reporting:</b> WHS hazard, near miss, incident or injury</p> <ol style="list-style-type: none"> <li>1. <b>Report</b> injury to your direct supervisor</li> <li>2. <b>Complete</b> a separate Incident Report in SAP – ESS to report a WHS hazard, near miss or injury to employee</li> <li>3. <b>Submit</b> Incident Report to supervisor</li> </ol>
<p><b>Incident Supervisor</b></p>	<p>An incident supervisor refers to the supervisor or manager who is supervising the incident participant/s at the time of the incident including:</p> <p>:</p> <ul style="list-style-type: none"> <li>• Assistant Manager or higher (community)</li> <li>• Unit Supervisor or higher (custody)</li> </ul> <p><b>Note:</b> The term 'Unit Supervisor' refers to the employee who is in charge of the unit</p>

	<p>at the time. This may include a Unit Manager, Assistant Unit Manager or Shift Supervisor.</p> <p><b>Following Incident – verbal, written and electronic reporting</b></p> <ol style="list-style-type: none"> <li>1. <b>Complete</b> external reporting as required (<a href="#">Incident Reporting Policy</a>)</li> <li>2. <b>Check</b> parent/carer/next of kin are informed of event if required</li> <li>3. <b>Check SAP – WHS</b> report is completed if employees are injured or hazard identified</li> <li>4. <b>Complete</b> ‘Alleged assault of young person in police custody’ (JJ-A014) if required</li> <li>5. <b>Direct</b> employee to complete other internal reporting in CIMS as required</li> <li>6. <b>Submit</b> completed reports to Manager</li> </ol> <p><b>CIMS Incident reporting</b></p> <ol style="list-style-type: none"> <li>1. <b>Initiate</b> CIMS Incident Report (<a href="#">Support Point</a>)</li> <li>2. <b>Select</b> incident category and sub category type/s relevant to incident</li> <li>3. <b>Nominate</b> all employees involved in event as incident participants</li> <li>4. <b>Nominate</b> detainee incident participants and allocate roles</li> <li>5. <b>Enter</b> internal and external contacts and outcomes</li> <li>6. <b>Check</b> CIMS in tray for completed individual employee reports</li> <li>7. <b>Check</b> all participants named in the incident have completed an incident report</li> <li>8. <b>Review</b> all employee reports</li> <li>9. <b>Add</b> ‘Incident Supervisor Summary Report’</li> <li>10. <b>Add</b> details of offer of medical assistance to detainee in comments section prior to endorsing report including:             <ul style="list-style-type: none"> <li>• type of injury concerns identified by employees</li> <li>• time medical assistance offered</li> <li>• detainee’s response</li> <li>• time of notification to JH&amp;FMHN (if applicable)</li> <li>• response from JH&amp;FMHN (if applicable)</li> </ul> </li> <li>11. <b>Add</b> detail and outcome of incident debrief in follow up section on CIMS</li> <li>12. <b>Retain</b> any details of incident debrief on TRIM file</li> <li>13. <b>Nominate</b> and <b>submit</b> summary report to ‘1<sup>st</sup> level approving officer’ (you can <b>not</b> be the 1<sup>st</sup> level approving officer if you are the incident supervisor)</li> </ol>
<p><b>1st Level Approving Officer</b></p>	<p>1<sup>st</sup> Level Approving Officer (Custody) may apply to the Unit Manager or higher.              1<sup>st</sup> Level Approving Officer (Community) can be the Area Manager however is preferably another Assistant Manager due to a 2<sup>nd</sup> Level Approval being required.</p> <ol style="list-style-type: none"> <li>1. <b>Notify</b> your manager of any issues or concerns</li> <li>2. <b>Consult</b> with your manager if you consider a briefing note is required</li> <li>3. <b>Check</b> all required reports are completed</li> </ol> <p><b>CIMS Incident Reporting</b></p> <ol style="list-style-type: none"> <li>1. <b>Refer to</b> SupportPoint – for CIMS online help</li> <li>2. <b>Check</b> CIMS in-tray daily for outstanding notifications and/or reports</li> <li>3. <b>Select</b> the 'Incident Ready for Approval' notification when you receive this in your In Tray</li> <li>4. <b>Review</b> incident details, including report, summary and follow up</li> <li>5. <b>Check</b> all areas of reports have been fully completed</li> <li>6. <b>Determine</b> if any further follow up actions or additional information is required</li> <li>7. <b>Determine</b> if an analysis and review of the incident is required</li> <li>8. <b>Initiate</b> Incident Further Details - Follow Up Action in CIMS</li> <li>9. <b>Nominate</b> responsibility for follow up &amp; due date</li> <li>10. <b>Review</b> and <b>approve</b> follow up if required</li> <li>11. <b>Approve / not approve</b> Incident Report and <b>add</b> comments</li> </ol>

	<p>12. <b>Nominate</b> 2nd level approval to Manager when comprehensive report (briefing note) is required</p> <p><b>Conducting an Incident Analysis and Review</b></p> <ol style="list-style-type: none"> <li>1. <b>Conduct</b> an 'Incident Analysis and Review'</li> <li>2. <b>Select</b> 'Incident Follow Up Required' when you receive this notification in your In Tray</li> <li>3. <b>Consult</b> with employees on shift at time of incident and give opportunity to contribute to analysis within deadlines</li> <li>4. <b>Document</b> results of Incident Analysis and Review in Incident advice follow up in CIMS</li> <li>5. <b>Complete</b> an Incident follow-up advice when other actions occur or outcomes of previous actions are known</li> <li>6. <b>Submit</b> Incident follow-up advice to your supervising manager</li> </ol>
<p><b>2nd Level Approving Manager</b></p>	<p>2<sup>nd</sup> Level Approving Manager is the direct supervisor of the first level approver:</p> <ol style="list-style-type: none"> <li>1. <b>Inform</b> supervisor immediately of serious or critical Incidents</li> <li>2. <b>Notify</b> supervisor of incidents which require further action or comprehensive report</li> <li>3. <b>Record</b> details of debrief and outcomes</li> <li>4. <b>Check</b> that debrief and outcome/s have been placed on TRIM file</li> </ol> <p><b>CIMS Incident Reporting</b></p> <ol style="list-style-type: none"> <li>1. <b>Refer to</b> SupportPoint – for CIMS online help</li> <li>2. <b>Check</b> CIMS daily for outstanding notifications and/or reports</li> <li>3. <b>Select</b> the 'Incident Ready for Approval' notification when available 'In Tray'</li> <li>4. <b>Review</b> incident details, including report, summary and follow up</li> <li>5. <b>Check</b> all areas of reports have been fully completed</li> <li>6. <b>Determine</b> if any further follow up actions or additional information is required</li> <li>7. <b>Initiate</b> Incident Further Details - Follow Up Action in CIMS</li> <li>8. <b>Nominate</b> responsibility for follow up &amp; due date</li> <li>9. <b>Review &amp; approve</b> follow up if required</li> <li>10. <b>Approve / not approve</b> Incident Report and add comments</li> </ol>
<p><b>3<sup>rd</sup> Level Approving Manager</b></p>	<p>3<sup>rd</sup> level approving manager when required – CIMS incident reporting</p> <p><b>CIMS Incident Reporting</b></p> <ol style="list-style-type: none"> <li>1. <b>Refer to</b> SupportPoint – for CIMS online help</li> <li>2. <b>Check</b> CIMS daily for outstanding notifications and/or reports</li> <li>3. <b>Select</b> the 'Incident Ready for Approval' notification when available in 'In Tray'</li> <li>4. <b>Review</b> incident details, including report, summary and follow up</li> <li>5. <b>Determine</b> if any further follow up actions or additional information is required</li> <li>6. <b>Initiate</b> Incident Further Details - Follow Up Action in CIMS</li> <li>7. <b>Nominate</b> responsibility for follow up &amp; due date</li> <li>8. <b>Review &amp; approve</b> follow up if required</li> <li>9. <b>Approve / not approve</b> Incident Report and add comments</li> </ol>
<p><b>Centre/Area Manager</b></p>	<p><b>After an incident</b></p> <ol style="list-style-type: none"> <li>1. <b>Notify</b> Regional Director daily of incidents which require further action or comprehensive report (briefing note)</li> <li>2. <b>Determine</b> the requirement for an investigation in consultation with the Regional Director</li> </ol>

	<p>3. <b>Ensure</b> that a TRIM file is created to retain details of incident debriefs</p> <p><b>If an investigation is conducted</b></p> <ol style="list-style-type: none"> <li>1. <b>Report</b> all allegations externally in line with the <a href="#">Incident Reporting Policy</a></li> <li>2. <b>Limit</b> any further questions to employees and/or detainee/s to fact finding questions if they are required as immediate investigation or questioning may prejudice the outcome.</li> </ol>
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## References:

### Legislation

Legislation Children (Detention Centres) Act 1987  
 Children (Detention Centres) Regulation 2010  
 Children's (Criminal Proceedings) Act 1987  
 Children and Young Persons (Care and Protection) Act 1998  
 Children (Community Services Orders) Act 1987  
 Work Health and Safety Act 2011No 1.  
 Young Offenders Act 1997  
 Ombudsman Act 1974.

### Policy

[Client Protection and Wellbeing Policy](#)  
[Incident Reporting Policy](#)

### Procedure

[Child Protection and Wellbeing Procedure](#)  
[Accident & Injuries](#)  
[Attempted Escape](#)  
[Incident – Assault detainee on detainee](#)  
[Incident - Assault detainee on staff](#)  
[Incident – Assault staff on detainee](#)  
[Self Harm and Suicide](#)  
[Detainee Behaviour Intervention Framework](#)  
[Incentive Scheme](#)  
[DRMP](#)  
[Misbehaviour Procedure](#)  
[Use of Force](#)  
[Segregation](#)  
[Use of instruments of restraint](#)

### Forms

[Summary of an Allegation or Complaint against an Employee](#)  
[Staff Report \(CIMS\)](#)  
[Mandatory Reporting Guide](#)  
[Comprehensive Report](#)  
[Alleged assault of young person in police custody](#)

## Change log

Date	Reason for change	Details of change
1 September	All Juvenile Justice Centre Procedures	The position of Unit Coordinator has

Date	Reason for change	Details of change
2009	have been changed to reflect the staffing restructure within Juvenile Justice Centres.	been deleted and replaced with Shift Supervisor or Assistant Unit Manager.
January 2011	Children (Detention Centres) Regulation 2010	Updated legislation references
January 2011	Specialist Crisis Team no longer operational	Deleted Specialist Crisis Team
27 January 2011	Staff report all WHS incidents, injuries & near misses online	procedural steps "When a staff member is injured"
26 August 2011	Review Legislation links	Adjust Section and Clauses to current legislation and add links to procedures for Acts and Regulations.
8 March 2012	The Work Health and Safety Act 2011 and Regulations has commenced	Replaced all references to OHS with WHS, including link 'reporting a WHS hazard, incident or injury'
1 August 2015	Incident Reporting policy released in March, 2014	Procedure X-Streamed, updated to reflect policy

## WESTERN REGION

### REGIONAL INSTRUCTION 2014 / 21

Date: 1 June 2014

#### STAFF SUPERVISION AND PERFORMANCE MONITORING PROCEEDURES

As a follow up to the IAB audit into "Review of Staff Supervision and Performance Monitoring", the region is to report back on the systems put in place at the regional level to monitor compliance. To ensure compliance with this, I have attached the agreement reached as a result of the Community QA around this.

These instructions were included in every manager's formal supervision as a reminder of your obligations to this. This item was also a previous Regional Executive agenda item.

I have asked the REO, Vicki Forrester, to develop a template to record your information around compliance practices and this will be forwarded onto Central Office as part of our Internal Audit Control Report.

- ↪ The Supervision Policy, Guidelines, Toolkit and regional template is to be re-distributed to all managers for familiarisation.
- ↪ Supervision will be conducted for all staff every three months as per the agency 'Supervision Policy'.
- ↪ A yearly Schedule of Supervision will be created planning supervision with all staff every three months. This schedule will be on display in each JJCS/JJC Office and a copy emailed to the Regional Executive Officer.
- ↪ Supervision will continue to be recorded using the Western Region templates for Formal Supervision (based on the Supervision Record template from the agency 'Supervision Toolkit') to provide a consistent structure for supervision across roles ie Area Manager, Assistant Manager, Juvenile Justice Officer, Counsellor positions, etc.
- ↪ Individual staff supervision record files will be created in TRIM and secured in the Regional Director, Area Manager or Centre Manager's office. Each supervision session will be registered in TRIM. The documented and signed record of supervision must display the File and Document Reference numbers.
- ↪ The signed copy of all supervision documents are to be scanned and saved on the JJCS Area Office or JJ Centre (restricted access) G:drive under the heading of **Personnel / Performance Management / Supervision Sessions / Office location / Surname, First name**

- ↪ The Professional Development/Succession Planning section is to be included in all Western Region staff's supervision template to discuss practice and professional development requirements, development opportunities and ongoing training in regards to policies and procedures, as per Regional Instruction Doc ref: D12/03341 dated 15 May 2012.
- ↪ Staff Supervision will be a standing Agenda Item at all Management Team Meetings and the minutes must reflect an up-to-date report on the status of supervision.
- ↪ The Area and Centre Managers will check Staff Supervision Files as part of the supervision process with Assistant Managers.
- ↪ Assistant Managers will email staff a reminder advising that supervision is due that month requesting a confirmation receipt. This email is to be placed on the staff member's supervision file.
- ↪ The Area Manager will conduct practice observation of Assistant Managers conducting supervision.
- ↪ The Regional Executive Officer will conduct a physical audit of supervision files in all locations every 6 months and will also conduct random audits and cross checking of scheduled supervision sessions against files on the G:drive.



David Kirwan  
A/Regional Director  
Western

*For distribution and implementation:*

**Regional Office**

- Ops Assistant
- Programs Officer
- Regional Executive Officer
- Regional Co-ordinator SD
- Training Officers
- ANTS Project Officer

**Community Area Managers, Assistant Managers & staff**

- Central West JJCS:  
Bathurst, Dubbo & Orange
- Far West JJCS/YJC:  
Bourke & Broken Hill,
- Riverina Murray JJCS/YJC:  
Albury, Griffith & Wagga Wagga

**Centre Managers, Assistant Managers & staff**

- Orana JJC
- Riverina JJC







