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Draft
Jamaican Standard
Specification
for
Institutional correctional services



BUREAU OF STANDARDS JAMAICA

**COMMENT PERIOD:
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DRAFT JAMAICAN STANDARD

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This standard was circulated in the draft form for comment under the reference DJS 365: 2023 Jamaican Standards establish requirements in relation to commodities, processes and practices, but do not purport to include all the necessary provisions of a contract.

The attention of those using this standard specification is called to the necessity of complying with any relevant legislation.

Amendments

No.	Date of issue	Remarks	Entered by and date

Contents

	Pages
Foreword.....	iii
Committee representation.....	iii
Acknowledgement.....	iii
Related Documents.....	iii
Specifications	
1. Scope.....	1
2. Normative references.....	1
3. Terms and definitions.....	1
4. Context of the institution.....	5
3.1 Understanding the correctional service institution and its context.....	5
3.2 Understanding the needs and expectations of stakeholders.....	5
3.3 Correctional management system and its processes.....	5
5. Correctional services leadership.....	7
4.1 Leadership and commitment	7
4.2 Correctional service policy	12
4.3 Institutional roles, responsibilities and authorities.....	13
6. Actions to address risks and opportunities in correctional service delivery.....	14
5.1 Identifying risks.....	14
5.2 Correctional service planning	15
5.3 Correctional service objectives and planning to achieve them	15
5.4 Planning of changes	16
6 Support.....	16
6.1 Resources.....	16
6.2 Competence	20
6.3 Awareness	21
6.4 Communication	21
6.5 Documented information.....	21
7 Operations	23
7.1 Operational planning and control	23
7.2 Requirements for programmes, regimes, products and services	23
7.3 Design and development of correctional programmes and services.....	26
7.4 Control of externally provided processes, products and services	29
7.5 Correctional service provision	30
7.6 Authorization, approval and validation of correctional programme, regime, process, products and services before deployment	32
7.7 Managing nonconforming situations	33
8 Performance evaluation	33
8.1 Monitoring, measurement, analysis and evaluation.....	34
8.2 Internal audit	34
8.3 Management review	35
9 Improvement.....	36
9.1 General	36
9.2 Nonconformity and corrective action	36
9.3 Continual improvement.....	37

Foreword

The Ministry of National Security (MNS) proposed that National Standards for correctional services be developed with the support of the Bureau of Standards Jamaica (BSJ). In keeping with its mandate, the BSJ agreed to facilitate local participation in the development of National Standards for correctional services in Jamaica through establishing a Correctional Services Technical Committee (CSTC). The CSTC was established to develop and promulgate Jamaican Standard Specifications for the correctional service industry in keeping with regional and international normative standards.

The Institutional Correctional Service Standard was prepared by the BSJ's CSTC, working group five (I-WG5). This standard was developed to provide requirements for correctional services management systems and is intended for use by correctional institutions.

This standard is voluntary.

Committee representation

The preparation of this standard for the Standards Council, established under the Standards Act of 1969, was carried out under the supervision of the Correctional Services Technical Committee which at the time comprised the following members:

Acknowledgement

Acknowledgement is made to the International Organization for Standardization (ISO) for the use of material taken from ISO and the United Nations (UN) for the use of the material taken from the UN Standard Minimum Rules on Treatment of Prisoners.

Related Documents

This standard makes reference to the following:

- a) International Organization for Standardization, ISO/TS 22317:2021 Security and resilience — Business continuity management systems — Guidelines for business impact analysis
- b) International Organization for Standardization, ISO 55001:2014 Asset Management— Management systems — Requirements
- c) International Organization for Standardization, ISO 41001:2018 Facility Management— Management systems — Requirements with guidance for use
- d) International Organization for Standardization, ISO 22000:2018 Food Safety Management Systems— Requirements for any organization in the food chain
- e) International Organization for Standardization, ISO 30301:2018 Information and documentation — Management systems for records — Requirements

- f) International Organization for Standardization, ISO 27001:2013 Information Security Management— Security techniques — Information security management systems — Requirements
- g) International Organization for Standardization, ISO 45003:2018 Occupational Health and Safety management — Psychological health and safety at work — Guidelines for managing psychosocial risks
- h) International Organization for Standardization, ISO 45001:2018 Occupational Health and Safety Occupational health and safety management systems — Requirements with guidance for use
- i) International Organization for Standardization, ISO 9001:2015 Quality Management Systems— Requirements
- j) The United Nations, UN Standard Minimum Rules on Treatment of Prisoners

DRAFT JAMAICAN STANDARD

Draft Jamaican Standard Specification for Institutional correctional services

1. Scope

This national standard specifies the general and specific requirements for correctional services management within corrections institutions and seeks to assure that:

- a) correctional institutions demonstrate the ability to consistently provide correctional services, meet the needs of correctional stakeholders and applicable regulatory requirements;
- b) stakeholder satisfaction through the effective application of a systems approach to delivering correctional services are enhanced; and
- c) correctional institutions apply evidenced based principles and practices in managing risk, needs, interventions and treatment needs of clients.

This national standard does not cover correctional services within the community settings (non-custodial), the requirements for juveniles, specific health services or the specific requirements for women in corrections as distinct from men.

NOTE client(s) refers to the offender(s).

2. Normative references

-There are no normative references in this document.

3. Terms and definitions

For the purposes of this document, the following terms and definitions apply:

2.1 Case management

process of preparing a client for the best quality of life while serving his/her sentence along with preparing clients for life after incarceration (reintegration/re-entry/resettlement)

NOTE client refers to persons who are Jamaica nationals

2.2 Case management plan

individualized, coordinated and integrated plan for, assessing, securing, monitoring and evaluating appropriate rehabilitation and other treatment interventions and services for addressing the needs of clients in seeking to support their effective re-entry and reintegration into society

NOTE as a client moves throughout the correctional service organization, interventions are created and facilitated to assist the client in positive behavioral changes and skill building. The case plan is shared between unit team staff and the client to provide a road map through incarceration and towards successful re-entry into society.

2.3 Correctional management system (CMS)

2.4

formalized system that documents the processes, procedures, and responsibilities for achieving correctional policies and objectives

NOTE a CMS helps coordinate and direct the correctional service organization's activities to meet customer and regulatory requirements and improve its effectiveness and efficiency on a continuous basis.

2.5 **Correctional regimes**

refers to the range of structured and comprehensive behavior modification programmes, prison work programmes, prison industries, educational, training, recreational and sporting activities available to client outside their cells and at times outside the walls of the correctional facility

2.5.1 **Basic regime**

regime for clients who will have limited access to activities and facilities

NOTE limited access includes time out of cells, visits and limited telephone and access to recreational facilities.

2.5.2 **Enhanced regime**

regime that enables clients to have further increased access to facilities, equipment and time out of cells

NOTE clients who successfully meet the requirements of the standard regime and have consistently displayed positive attitudes and behaviours may be eligible to progress to the enhanced regime.

2.5.3 **Intensive case management regime**

regime for clients who are unwilling or unable to meet the requirements of the induction, basic, standard or enhanced regimes

NOTE clients on this regime will be returned to either a basic or standard regime as soon as their behaviour meets the correct requirements and they have addressed the reasons for their placement on the regime.

2.5.4 **Modified regime**

regime for clients who will have restricted access to amenities, activities and only specified privileges

NOTE clients who displays persistent behaviour issues but who is not subject to a formal disciplinary action can be placed on the modified regime.

2.5.5 **Standard regime**

enhanced regime that gives a client access to intensive case management as is required to progress

NOTE 1 each client's case management plan will also include the regime they are placed on. Regimes provide a structure for prison life and the opportunity for clients to fulfil the requirements outlined in their case management plans

NOTE 2 poor behaviour can lead to a more restrictive regime. Good behaviour and assessments by a case officer can lead to privileges returned. Programmes are part of regimes but regimes refer to the overall management of the integrated offering of correctional programmes and services.

2.6 Correctional services quality management

managing correctional services, programmes, regimes activities and resources of the correctional service organization to achieve objectives and prevent non-conformances

2.7 Documented information

information required to be controlled and maintained by an organization and the medium on which it is contained

NOTE 1 documented information can be in any format and media, and from any source.

NOTE 2 documented information can refer to: — the management system, including related processes;— information created in order for the organization to operate (documentation); — evidence of results achieved (records).

2.8 Dynamic risk factors

risk factors that change and or can be addressed through interventions

NOTE examples include current age, education level, marital status, employment status, current substance use, and residential stability.

2.9 Evidence-based practice (EBP)

application of evidenced based principles, body of research and replicable knowledge that describes contemporary correctional assessment, programming and supervision strategies that lead to improved correctional outcomes

NOTE evidence-based practice (EBP) is the objective, balanced and responsible use of current research and the best available data to guide policy and practice decisions, such that outcomes for consumers are improved. Used originally in the health care and social science fields, evidence-based practice focuses on approaches demonstrated to be effective through empirical research rather than through anecdote or professional experience alone.

2.10 Institutional corrections

any penal or correctional facility, jail, reformatory, detention center, work farm, halfway house, or residential program operated by, or under contract to, the Government to provide custodial care, supervision, surveillance, control, monitoring, treatment and rehabilitation of clients charged with and or convicted with a criminal offence and sent under specified conditions from the Judiciary for lawful custody in an institutional setting for specified period

NOTE 1 all institutions to which a person can be assigned for lawful custody.

NOTE 2 beyond criminally assigned clients, other persons held in lawful custody may include deportees completing prison sentences, administrative illegal immigrants detained awaiting deportation, persons committed to mental institutions through the criminal justice system, witnesses, or others awaiting charges or trial.

2.11 Management review

institutional leadership meeting held at planned intervals to review the continuing suitability and effectiveness of one or more of an institution's management system(s)

2.12 Reintegration

systemic, integrated and comprehensive process of providing programmes, regimes, assistance, support and supervision that clients need to help them desist from crime, successfully integrate into the community and avoid a relapse into criminal behaviour

2.13 Risk assessment

decision making process undertaken to help the correctional services agency to optimally supervise, manage, and treat justice-involved populations and resources under its control

NOTE risk and need assessment can be used across various stages of the legal process to assess an individual's risk of reoffending (or noncompliance with justice requirements) and identify areas for evidenced based intervention.

2.14 Risk event

specific incident that produces consequences, either positive or negative

NOTE examples of risk events includes: a specific flood, fire, earthquake, or grant award.

2.15 Risk management

systemic systematic and on-going approach to identify, assess, evaluate and address risk and opportunities that may impact on the achievement of objectives and the delivery of services

NOTE the identification, evaluation and prioritization of risks to eliminate or mitigate their probability or severity or to leverage opportunities.

2.16 Root cause

factor that caused a non-conformance and should be addressed with corrective action.

2.17 Stakeholders

parties who receive a product or service, who may be impacted by them, or those parties who may otherwise have a significant interest in your organization.

NOTE in the case of the correctional institutions, stakeholders includes but is not limited to the ministry under whose portfolio has the responsibility for the oversight of Correctional Institute and related ministries, clients, employees, officers, volunteers, contracted staff, visitors, family of clients, regulatory agencies and officers .

2.18 Institutional leadership

person or group of people who directs and controls an organization at the highest level

NOTE 1 institutional leadership has the power to delegate authority and provide resources within the organization.

NOTE 2 if the scope of the management system covers only part of an organization, then institutional leadership refer to those who direct and control that part of the organization.

3 Context of the institution

3.1 Understanding the correctional service institution and its context

- 3.1.1 Institutional leadership shall determine external and internal issues that are relevant to its mission, vision and stated purpose and everything that affects its ability to achieve the intended result(s) of its correctional services management system.
- 3.1.2 The institutional leadership shall plan for, monitor, evaluate and review on periodic intervals information about these external and internal issues.

NOTE 1 issues can include positive and negative factors or conditions for consideration.

NOTE 2 understanding the external context can be facilitated by considering issues arising from legal, technological, competitive, market, cultural, social and economic environments, whether international, national, regional or local.

NOTE 3 understanding the internal context can be facilitated by considering issues related to values, culture, knowledge, and performance of the institution.

3.2 Understanding the needs and expectations of stakeholders

The needs and expectations of stakeholders are critical to the correctional institution's ability to consistently provide correctional services that meet stakeholder needs and all applicable statutory and regulatory requirements.

- 3.2.1 Institutional leadership shall:
- a) determine the stakeholders' that are relevant to the correctional services management system; and
 - b) identify the requirements of these stakeholders that are relevant to the correctional services management system.
- 3.2.2 The institution shall develop appropriate methods to monitor and review information about the extent that these stakeholders and their relevant requirements are being met.
- 3.2.3 The institution shall use evidence based risks and needs assessments to identify general and specific risks and needs of clients.

3.3 Correctional management system and its processes

- 3.3.1 The correctional institution's leadership shall establish, implement, maintain and continually improve a correctional services management system, including the processes needed and their interactions, in accordance with the requirements of this National Standard
- 3.3.2 The correctional institution shall determine the processes needed for the correctional services management system, including factors relating to the effectiveness of rehabilitation and reintegration of clients into the community, and their application throughout the institution.
- 3.3.2.1 The correctional institution shall:
- a) determine the inputs required and the outputs expected from these processes;
 - b) determine the sequence and interaction of these processes;
 - c) determine and apply the criteria and methods (including monitoring, measurements and related performance indicators) needed to ensure the effective operation and control of these processes;
 - d) determine the resources needed for these processes and ensure their availability;
 - e) assign the responsibilities and authorities for these processes;
 - f) address the risks and opportunities as determined in accordance with the requirements;
 - g) evaluate these processes and implement any changes needed to ensure that these processes achieve their intended results;
 - h) improve the processes and the correctional service management system; and
 - i) Assure compliance with constitutional, legal, regulatory and other mandated requirements.
- 3.3.2.2 In managing the correctional management process the institution's leadership shall:
- a) conduct risk and needs assessment of clients and the institution;
 - b) implement correctional programmes that match risks and needs of clients;
 - c) monitor and evaluate the progress, effectiveness and impact of correctional services, regimes, processes, and programmes;
 - d) Utilize the results of monitoring and evaluation activities to improve the effectiveness of correctional programmes, processes, regimes and services; and
 - e) share lessons learnt.
- 3.3.3 To the extent necessary, the institution's leadership shall:
- a) maintain documented information to support the operation of its processes; and

- b) retain documented information to have confidence that the processes are being carried out as planned.

4 Correctional services leadership

4.1 Leadership and commitment

4.1.1 General

The correctional services' leadership shall demonstrate leadership and commitment to the correctional services management system by:

- a) being accountable for the effectiveness of the correctional management system;
- b) ensuring that the mission, vision, policy and objectives are established for the correctional management system and are compatible with the context and strategic direction of the institution;
- c) assuring the integration of the correctional management system requirements into plans and objectives;
- d) promoting the use of the process approach and risk-based thinking;
- e) assuring that the adequate resources, human, capital and financial needed for the effective correctional management system are available and effectively deployed;
- f) communicating the importance of the professional correctional services management and the need for conforming to the correctional management system requirements;
- g) assuring that the correctional services management system achieves its intended results;
- h) engaging, directing and supporting persons to contribute to the effectiveness of the correctional service management system;
- i) promoting continual improvement, enhancing capacity, and capability;
- j) supporting other relevant management roles to demonstrate their leadership as it applies to their area of responsibility;
- k) assuring the professional competencies of staff, volunteers and contractors to professionally fulfil obligations and responsibilities of the correctional service organization;
- l) assuring the safety, security and of visitors, legal representatives, clergy, civil society and other to the correctional service institution;

- m) maintaining the human rights, health, safety and security of all stakeholders in a manner consistent with international standards and benchmarks; and
- n) aligning the correctional services to applicable global goals and national development plans to maintain security, health, safety and environment while correcting offending behaviours.

4.1.2 Stakeholder focus

Institutional leadership shall demonstrate leadership and commitment to stakeholder focus by ensuring that:

- a) stakeholder and applicable statutory and regulatory requirements are determined, understood and met;
- b) the risks and opportunities that can affect conformity of programmes and services and the ability to enhance customer satisfaction are determined and addressed;
- c) stakeholder satisfaction is maintained; and
- d) identified stakeholders are effectively engaged in a manner that supports the achievement of the mission, vision and objectives of the correctional service.

4.1.3 Client focus

4.1.3.1 Institutional leadership shall coordinate and prioritise access to appropriate programs, services and activities based on clients' risks, needs and responsivity.

4.1.3.2 Trained and competent correctional staff shall deploy evidenced based practices that motivate clients to engage in and continue with rehabilitation programs and services designed to address offending behaviour.

4.1.3.3 All clients shall be provided with access to social work services, psychological services, counselling services, mentorship and coaching services, health services, personal development programs, including recreational services, cultural services, trauma informed care and assistance based on their identified risk, needs and responsivity.

4.1.3.4 Institutional leadership shall provide constructive regimes that are reflective of the clients' classification and risk levels.

4.1.3.5 The correctional service staff should apply ethical values which reinforce behavior change, civic responsibility and pro social behavior in the community. Staff shall document on the appropriate forms, databases or devices all of the actions taken to encourage clients to participate in any constructive regime or rehabilitation programmes.

4.1.3.6 All clients shall be given opportunities to develop work skills to assist them to gain employment after release. Prison industries and other Work-in-Prison programmes shall also provide opportunities to further develop transferable, employability skills.

4.1.3.7 All clients shall be placed in a structured pre-release programme prior to release. The clients' readiness for release shall be documented in their case plans and case files.

NOTE institutional leadership should conduct tracer studies on ex-clients to assist in monitoring and evaluating their reintegration into society and communities.

4.1.3.8 Correctional services shall be planned, implemented, monitored and reviewed by all relevant entities and as part of its programme approval, monitoring and review processes.

4.1.3.9 Correctional services interventions shall include but not be limited to all formal and informal activities delivered in the continuum of care that targets and seek to address client risk and need domains such as:

- a) education (both academic, vocational),
- b) family, community and spiritual contact and support,
- c) health and wellbeing (including physical health, mental health, substance abuse prevention),
- d) recreational, sport, cultural, heritage and artistic development,
- e) inter/and intra personal skills, life skills, character development, moral resonance, thinking for a change, cognitive behavioral therapies, emotional intelligence social and emotional learning and skill development,
- f) counselling and psychological interventions,
- g) mentoring and coaching support,
- h) entrepreneurship, employability skills and job skills development,
- i) accommodation, welfare and resettlement support,
- j) activities aimed at providing healthy food, clothing, water, energy, connectivity, social contact, facilities, waste and environment management, and
- k) activities that support quality assurance of the correctional programmes, regimes, processes and services.

4.1.3.10 Institutional leadership shall ensure that all programmes, regimes and interventions are appropriately quality assured and controlled and are managed by competent individuals and groups of individuals.

4.1.3.11 Multidisciplinary joint case management, planning and delivery shall be implemented, monitored and controlled in a manner consistent with privacy, confidentiality and acceptable professional standards.

4.1.4 **Client housing**

- 4.1.4.1 All clients shall be assigned to a housing level that is consistent with risk and case management needs of the client.
- 4.1.4.2 Institutional leadership shall take practicable steps to ensure adequate ventilation, lighting, and social space requirements are established and maintained in correctional housing units.
- 4.1.4.3 Housing units shall be cleaned frequently and sanitized at appropriate intervals. Institutional leadership shall ensure that documented information is maintained and used to improve housing conditions.
- 4.1.4.4 All accommodation provided for use by clients and in particular all sleeping accommodation shall meet all health, safety and environment requirements, considering all climatic conditions and particularly to cubic content of air, minimum floor space, lighting, and ventilation.
- 4.1.4.5 Adequate bathing and shower installations shall be provided so that every client can, and may be required to, have a bath or shower, at a temperature suitable to the climate, as frequently as necessary for general hygiene . Documented information on the time, duration and other particulars including complaints shall be maintained.
- 4.1.4.6 Correctional services institutional leadership shall take all practicable steps to avoid overcrowding of housing units and shall identify, establish and document appropriate plans, and mobilize appropriate resources to mitigate against overcrowding of housing units.

4.1.5 **Social contact and visits**

- 4.1.5.1 Institutional leadership shall as a matter of institutional policy acknowledge the pivotal role, family and community contact plays as part of the rehabilitation process, and clients are supported to establish and or maintain critical relationships while in custody.
- 4.1.5.2 All clients shall have access to a visitation programme that assists them to maintain contact with family and friends. The institution's leadership shall control and supervise clients in a humane and just manner while maintaining and promoting a safe and secure community.
- 4.1.5.3 Policies for the conduct of visits shall be clearly defined and communicated. The impact and effectiveness shall be assessed at periodic intervals.
- 4.1.5.4 Clients shall have monitored access to telephone communications consistent with the policies, procedures and practices detailed by the institutional leadership.
- 4.1.5.5 Clients shall be able to purchase approved additional foodstuffs, drinks, postage stamps, toiletries and hobby items from a prison shop during the process and through other approved means for doing so.

4.1.5.6 Documented information related to visitor identification, time of visit, duration of visit, and other details shall be maintained by the institution.

4.1.5.7 Special visits shall not be deducted from the clients' entitlement and shall be conducted in a manner consistent with legal and constitutional requirements.

NOTE special visits includes visits of legal representatives, chaplains, consulate and embassy representatives, visits classified as welfare visits.

4.1.6 Food services and food safety management system requirements

4.1.6.1 Institutional leadership shall identify, manage and control all risks and hazards to assure the provision and delivery of healthy, nutritious and adequate food for clients and other stakeholders.

4.1.6.2 The institutional leadership and designated entities shall establish, implement, maintain, update and continually improve a food safety management system including the processes needed and their interactions, in accordance with the needs to provide efficient and effective correctional service in relation to food.

4.1.6.3 Institutional leadership shall implement arrangements to plan, implement, monitor and improve its food services and assure its on-going capacity and ability:

- a) to consistently provide safe foods and products and services that meet client and stakeholder needs, as well as applicable internal, statutory and regulatory requirements;
- b) to address risks and hazards associated with its correctional service objectives; and
- c) to demonstrate conformity to specified food safety management system requirements consistent with ISO 22000.

4.1.7 Literacy, numeracy and vocational skills development

4.1.7.1 All clients shall be given opportunities to develop literacy and numeracy skills and vocational skills necessary for effective participation in the labour market to assist them to gain employment post release.

4.1.7.2 Clients with a disability shall be provided with accommodations, , to facilitate their equitable participation in the community and within the correctional system.

4.1.8 Processes for managing client offences/infractions

4.1.8.1 Institutional leadership shall ensure that an effective, just, fair, consistent and expeditious procedure is in place for dealing with prison offences. Processes shall be clearly defined and appropriately communicated to all clients, staff and other stakeholders.

4.1.8.2 All reportable or notifiable incidents shall be appropriately recorded and reported to the designated institutional leadership.

4.1.8.3 Institutional leadership shall capture and use statistical information regarding client offences to formulate strategies and make decisions to reduce incidents where practicable.

4.1.9 Partnering for programme effectiveness

4.1.9.1 Effective partnerships within the community shall be established to support better supervision outcomes for clients.

4.1.9.2 Institutional leadership shall continually assess the capacity, capability and competence of the correctional institution to deliver evidenced based programmes, and in instances where there are gaps, develop practicable partnerships with capable, competent and qualified providers to provide quality programming. The results of these assessments shall be documented using predetermined tools, forms and audit reports.

4.1.9.3 Details of the partnership, objectives of partnership, scope and nature of partnership, duration, accessibility and methodology or method statement to use in executing the partnership shall be documented and appropriately communicated in a suitable format to all stakeholders.

4.1.9.4 An up-to-date register of the institutional partners, authorized representatives and the programme(s) that the partnering entity is approved for shall be maintained at all stations and strategic locations.

4.1.9.5 Institutional leadership shall also ensure that clients have opportunities to make reparation to the community in a meaningful and safe manner.

4.2 Correctional service policy

4.2.1 Establishing the correctional services policy

Institutional leadership shall establish, implement and maintain a correctional services policy that:

- a) is appropriate to the purpose and context of the institution and supports its strategic direction;
- b) provides a framework for setting correctional service objectives and assuring their ongoing relevance to the institution;
- c) includes a commitment to satisfy applicable institutional and offender client needs, risk and requirements;
- d) includes a commitment to continual improvement of the correctional service management system; and

- e) includes commitment to strategic, systemic and systematic management of institutional systems, processes and practices to manage clients.

4.2.2 **Communicating the correctional services policy**

4.2.2.1 The correctional services policy shall:

- a) be available and be maintained as documented information;
- b) be communicated, understood and applied within the institution;
- c) be available to relevant stakeholders, as appropriate;
- d) be incorporated in departmental training and development for staff, volunteers, contractors and other stakeholders; and
- e) be audited, assessed, monitored and verified for stakeholder understanding, and on-going effectiveness in meeting stakeholder requirements.

4.2.2.2 Institutional leadership shall assess its performance against the objectives of the policy to verify outcomes, impact and results.

4.3 **Institutional roles, responsibilities and authorities**

4.3.1 Institutional leadership shall assure that the responsibilities and authorities for relevant roles necessary to ensure effective correctional service delivery are defined, documented, assigned, communicated and understood within the institution and by those executing responsibilities relative to those roles and responsibilities.

4.3.2 Institutional leadership shall assign the responsibility and authority for:

- a) ensuring that the correctional service management system conforms to the requirements of this Standard;
- b) ensuring that the correctional service processes are delivering their intended outputs and outcomes;
- c) reporting on the performance of the correctional service management system and on opportunities for improvement, in particular to institutional leadership;
- d) ensuring the promotion of a client/stakeholder focus throughout the institution; and
- e) ensuring that the integrity of the correctional service management system is maintained when changes to the correctional service management system are planned and implemented.

NOTE while responsibility and authority can be assigned, ultimately institutional leadership is still accountable for the functioning of the correctional management system.

5 Actions to address risks and opportunities in correctional service delivery

5.1 Identifying risks

When planning for the correctional service management system, the institutional leadership and designated parties shall consider the issues referred to in 3.1 context of the Institution and the requirements referred to in 3.2 and determine the risks and opportunities that need to be addressed to:

- a) give assurance that the correctional service management system can achieve its intended result(s);
- b) enhance desirable effects;
- c) prevent, or reduce, undesired effects; and
- d) achieve improvement.

- 5.1.1 An institutional risk management register shall be developed, documented, communicated and disseminated to all relevant stakeholders. Records regarding the monitoring of the risk controls and mitigation strategies shall be maintained.
- 5.1.2 Institutional leadership shall manage risk and target intervention needs of clients by developing practices that will accurately identify risk/needs and appropriate intensity of intervention.
- 5.1.3 Clients shall have access to and, where required by their order or indicated by their assessed risks and needs, participate in evidence-based offence specific and offence related programs.
- 5.1.4 All clients shall be subject to a rigorous case management and sentence management regime and shall be supervised in a manner that takes into account their specific needs.
- 5.1.5 Clients shall be provided with work placements and programs which will enhance their employability.
- 5.1.6 All clients shall be placed within the correctional center according to their legal status, security risk rating, management requirements and their individual needs.
- 5.1.7 Records and other documented information regarding the client risk profile, case plans and progress reports shall be maintained.

5.2 Correctional service planning

5.2.1 The institution leadership shall plan:

- a) actions to address these risks and opportunities;
- b) how to:
 - 1) integrate and implement the improvement actions into its correctional service management system processes (see 4.4); and
 - 2) evaluate the effectiveness of these actions.

5.2.2 Actions taken to address risks and opportunities shall be proportionate to the potential impact on the conformity of products and services.

NOTE 1 options to address risks can include avoiding risk, taking risk in order to pursue an opportunity, eliminating the risk source, changing the likelihood or consequences, sharing the risk, or retaining risk by informed decision.

NOTE 2 opportunities can lead to the adoption of new practices, launching new programmes, services and regimes, forming new partnerships, addressing new clients, using new technology and other desirable and viable possibilities to address the institution's or stakeholders' needs and risk that can be derived from interactions with the correctional system.

5.3 Correctional service objectives and achievement plan

5.3.1 Institutional leadership and designated parties shall establish correctional service objectives at relevant functions, levels and processes needed for the correctional service management system. The objectives shall:

- a) be consistent with the correctional services policy;
- b) be measurable;
- c) take into account applicable requirements;
- d) be relevant to conformity of products and services and to enhancement of customer satisfaction;
- e) be monitored;
- f) be communicated;
- g) be updated as appropriate. The institution shall maintain documented information on the correctional service objectives; and
- h) be monitored, audited and verified at periodic intervals.

5.3.2 Correctional service delivery

When planning how to achieve its correctional service delivery objectives, the institutional leadership shall determine at a minimum:

- a) what will be done or the action to be taken and the methodology that will be used;
- b) what resources will be required;
- c) who will be responsible;
- d) when it will be completed; and
- e) how the results will be evaluated.

5.4 Planning of changes

- 5.4.1 When the institution determines the need for changes to the correctional service management system, the changes shall be carried out in a planned manner.
- 5.4.2 Institutional leadership and designated entities shall consider:
 - a) the purpose of the changes and their potential consequences;
 - b) the integrity of the correctional service management system;
 - c) the availability of resources; and
 - d) the allocation or reallocation of responsibilities and authorities.
- 5.4.3 The changes shall be documented; and
- 5.4.4 out-dated or obsolete programmes shall be removed from circulation and use, and where applicable labelled as out-dated or obsolete.

NOTE when necessary, a change plan should include training and capacity building to embed new method and practices.

6 Support

6.1 Resources

6.1.1 General

- 6.1.1.1 Institutional leadership shall identify, determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the correctional service management system.
- 6.1.1.2 The institution leadership shall consider:
 - a) the capabilities of, and constraints on, existing internal resources;
 - b) what needs to be obtained from external providers;
 - c) the risk, needs and responsivity of offender clients;
 - d) the overall context, security and safety risk associated with actions; and

e) the accessibility, sustainability and maintainability of assets.

6.1.1.3 Documented information of identified resources, approvals, life cycle, deployment, maintenance and serviceability of acquired resources, registers of all human, capital and financial resources shall be maintained.

NOTE resources may be identified as part of the strategic planning, programme planning and other purchasing processes. Asset and inventory practices should be implemented to assure sustainability, durability and maintainability where applicable.

6.1.2 People

6.1.2.1 The institution's leadership shall determine and provide the staff necessary for the effective implementation of its correctional service management system and for the operation and control of its processes.

6.1.2.2 Institutional staff and stakeholders engaged in correctional service delivery shall be made aware of:

- a) the correctional service policy and correctional service objectives;
- b) their contribution to the effectiveness of the correctional services management system, including the benefits of improved correctional service management performance;
- c) the implications and potential consequences of not conforming to the correctional service management system requirements;
- d) incidents and the outcomes of investigations and tribunals that are relevant to them;
- e) hazards, risks, opportunities, intervention plans, and improvement actions determined that are relevant to them; and
- f) the ability to remove themselves from and report work situations that they consider present an imminent and serious danger to their life or health, as well as the arrangements for protecting them from undue consequences for doing so.

6.1.2.3 The institution's leadership shall assure that clients are managed by appropriately selected and trained staff. Staff managing the correctional service delivery shall be competent on basis of education, training and experience aligned to their areas of responsibility.

6.1.2.4 Institutional leadership shall also ensure that clients, volunteers and others engaged in the correctional service delivery process or offender programmes are competent on basis of education, training, and experience.

NOTE experience includes lived experiences.

6.1.2.5 The institutional leadership and/or designated entities shall:

- a) identify and document the necessary competence for personnel performing work affecting the correctional services management systems;

- b) identify the specific training needs and where applicable, prepare training plans that helps the institution to provide training or take other actions to achieve and continually assure the necessary competence, on an on-going basis;
- c) formally evaluate the effectiveness of the training and development programme and the improvement actions taken to assure on-going competency, recognition and articulation requirements where applicable;
- d) assure that all personnel, volunteers, contractors and strategic partners performing work relevant to the corrections service management system are aware of the relevance and importance of their activities and how they contribute to the achievement of the correctional objectives; and
- e) prepare development and retraining plans and execute those plans in strategic ways.

6.1.2.6 Records of the training, education and experience of staff, clients, volunteers, and contractors shall be maintained. A register detailing the specific correctional programmes, person or entity engaged in delivery, the education, training and experience of each entity shall be maintained as part of the documented information.

6.1.3 Infrastructure

6.1.3.1 The institutional leadership shall determine, provide and maintain the infrastructure in a manner that is appropriate for the operation of its processes and to achieve conformity of products and services.

6.1.3.2 Institutional leadership shall ensure that the infrastructure is designed and maintained in accordance with National Standards, building codes and other requirements. The facilities shall as far as practicable be energy efficient, water efficient and have robust systems for waste management. As far as practicable green building applications should be deployed where appropriate to assure liveability, health, safety, security and wellbeing of all stakeholders.

6.1.3.3 Institutional leadership shall maintain, and continually improve its infrastructure to meet the needs, risk, health and wellbeing requirements and responsibility of the client population as well as meet the needs for a healthy work environment for staff, volunteers and other stakeholders executing correctional services.

6.1.3.4 Facilities shall be maintained using a planned and control facilities and asset management plan that maintains facilities and assets in accordance with requirements, manufacturers specifications and practices which extend the life cycle of the facilities and assets.

6.1.3.5 The institution as far as practicable should deploy applicable green and sustainable building standards, an asset management programme shall be implemented for all institution assets and facilities. The program shall include plans and programs for repairs, maintenance and on-going management and control of all assets and facilities.

6.1.3.6 Institutional leadership and designated entities shall demonstrate that an efficient, effective and integrated facilities management and asset management systems functions are in place to maintain and extend the lifespan of the facilities and assets and assuring their suitability to assure the effective and efficient delivery of correctional services at the respective facility.

6.1.3.7 Institutional leadership shall take practicable steps to assure the infrastructure and the maintenance of a healthy environment for clients whilst maintaining security.

NOTE infrastructure can include: buildings and associated utilities, equipment, including hardware and software, transportation resources, information and communication technology, ventilation, and sewage treatment plants.

6.1.4 **Environment for the operation of processes**

The institutional leadership shall determine, provide and maintain the environment necessary for the operation of its processes and to achieve conformity of the correctional services management system.

NOTE a suitable environment can be a combination of human and physical factors, such as:

- a) social (e.g. non-discriminatory, calm, non-confrontational);
- b) psychological (e.g. stress-reducing, burnout prevention, emotionally protective); and
- c) physical (e.g. temperature, heat, humidity, light, airflow, hygiene, noise).

These factors can differ substantially depending on the products and services provided

6.1.5 **Transportation of clients**

6.1.5.1 Transportation of clients shall occur in a safe, secure, humane and efficient manner, under conditions appropriate to the level of security for all clients under escort and without unnecessary exposure to public view.

6.1.5.2 Institutional leadership shall assure that vehicles used to transport clients or in other aspects of correctional services are well maintained, frequently inspected and are appropriate for the intended purpose.

6.1.5.3 Institutional leadership and designated entities shall plan, implement, maintain and monitor its fleet management system to assure on-going suitability with requirements of the correctional services management system.

6.1.5.4 Records of the preventative maintenance, inventory, condition, and other data necessary to validate the effectiveness of the fleet management and transport system shall be maintained as part of documented information.

6.1.6 Monitoring and measuring resources

6.1.6.1 The institution shall determine and provide the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements.

6.1.6.2 The institution shall ensure that the resources provided:

- a) are suitable for the specific type of monitoring and measurement activities being undertaken; and
- b) are maintained to ensure their continuing fitness for their purpose.

6.1.6.3 The institution shall retain appropriate documented information as evidence of fitness for purpose of the monitoring and measurement resources.

6.2 Competence

All clients shall be managed. The correctional programmes provided, processes executed and the regimes and services delivered, shall be executed by appropriately selected and trained staff, volunteers and contractors.

6.2.1 The institutional leadership shall:

- a) determine the necessary competence of person(s) doing work under its control that affects the performance and effectiveness of the correctional service management system;
- b) ensure that these persons are competent on the basis of appropriate education, training, or experience;
- c) where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken; and
- d) retain appropriate documented information as evidence of competence.

6.2.2 All volunteers, contractors or others working in the correctional institution shall be competent on the basis of education, training and experience.

6.2.3 Records of staff, volunteer and contractor capacity and competence shall be maintained. Volunteers should be provided developmental training opportunities.

6.2.4 All volunteers shall undergo an orientation and training programme prior to working with the clients in the correctional institution, records of staff, volunteer and contractor training and experience shall be maintained.

NOTE 1 applicable actions can include the provision of training to, the mentoring of, or the reassignment of currently employed persons; or the hiring or contracting of competent persons.

NOTE 2 competence requirements are applicable to staff and volunteers.

6.3 Awareness

The institutional leadership shall ensure that persons doing work under the institution's control are aware of:

- a) the correctional services policy;
- b) relevant correctional service objectives and their contribution to the effectiveness of the correctional service management system, including the benefits of improved performance; and
- c) the implications of not conforming with the correctional service management system requirements.

6.4 Communication

Institutional leadership and designated entities shall determine the internal and external communications relevant to the correctional service management system, including:

- a) on what it will communicate;
- b) when to communicate;
- c) with whom to communicate;
- d) how to communicate; and
- e) who communicates.

6.5 Documented information

6.5.1 General

The institution's correctional service management system shall include:

- a) all documented information required by this Standard; and
- b) documented information determined by the institution as being necessary to assure the effectiveness of the correctional service management system.

NOTE the extent of documented information for a correctional service management system can differ from one institution to another due to:

- the size of institution and its type of activities, processes, products and services;
- the complexity of processes and their interactions;
- the competence of persons.

6.5.2 Creating and updating

When creating and updating documented information, the institutional leadership shall ensure appropriate:

- a) identification and description (e.g. a title, date, author, or reference number);

- b) format (e.g. language, software version, graphics) and media (e.g. paper, electronic); and
- c) review and approval for suitability and adequacy.

6.5.3 Control of documented information

6.5.3.1 Documented information required by the correctional service management system and by this Standard shall be controlled to ensure:

- a) it is available and suitable for use, where and when it is needed; and
- b) it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

6.5.3.2 Client files and records shall remain accurate, up-to-date and securely maintained. Electronic information systems that interface with inter-agency and departmental electronic information systems shall incorporate appropriate measures to prevent cyber security, privacy and protection of data breaches and loss of information. Periodic assessments and audits of the information management system shall be performed and record of the assessment result maintained.

6.5.3.3 For the control of documented information, the institutional leadership shall address the following activities, as applicable:

- a) distribution, access, retrieval and use;
- b) storage and preservation, including preservation of legibility;
- c) control of changes (e.g. version control); and
- d) retention and disposition.

6.5.3.4 Documented information of external origin that is determined by the institution to be necessary for the planning and operation of the correctional service management system shall be identified, and controlled.

6.5.3.5 Documented information retained as evidence of conformity shall be protected from unintended alterations.

6.5.3.6 Institutional leadership shall establish suitable information security at relevant functions and levels. Measures and objectives of the information management system shall:

- a) be consistent with the information security policy;
- b) be measurable (if practicable);
- c) take into account applicable information security requirements, and results from risk assessment and risk treatment;
- d) be communicated;

- e) be updated as appropriate; and
- f) address issues of cyber security, privacy and confidentiality of information.

NOTE access can imply a decision regarding the permission to view the documented information only, or the permission and authority to view and change the documented information.

7 Operations

7.1 Operational planning and control

7.1.1 Institutional leadership shall plan, implement and control the processes (see 3.3) needed to meet the requirements for the provision of correctional programmes, regimes, processes and services, and to implement the actions determined in Clause 5, by:

- a) determining the requirements for the correctional programs, regimes, products and services;
- b) establishing criteria for:
 - a. the processes; and
 - b. the acceptance of programmes, regimes, products and services; determining the resources needed to achieve conformity to the correctional programs, regimes, product and service requirements;
- c) implementing control of the processes in accordance with the criteria;
- d) determining, maintaining and retaining documented information to the extent necessary:
 - a. to have confidence that the processes have been carried out as planned; and
 - b. to demonstrate the conformity of programs, regimes, products and services to their requirements.

7.1.2 The output of this planning shall be suitable for the institution's operations. The institution shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary. The institution shall ensure that outsourced processes are controlled

7.1.3 Where practicable the correctional institution shall seek and attain third party validation of its programs, regimes, products and services to national and international standards.

7.2 Requirements for programmes, interventions, regimes, products and services

7.2.1 Stakeholder communication

The institutional leadership shall determine the frequency of communicating with stakeholder . Communication with stakeholders shall include:

- a) providing information relating to programs, regimes, products and services;

- b) handling enquiries, request, participation, contracts or orders, including changes;
- c) obtaining feedback relating to programmes, regimes, products and services, including complaints;
- d) handling or controlling clients and staff property; and
- e) establishing specific requirements for contingency actions, when relevant.

7.2.2 Determining the requirements for correctional programmes, interventions, regimes, products and services

When determining the requirements for the programmes, regimes, products and services to be offered to stakeholders, the institution shall ensure that:

- a) the requirements for the products and services are defined, including:
 - a. any applicable statutory and regulatory requirements;
 - b. those considered necessary by the institution;
- b) the institution can meet the claims for the products and services it offers.

7.2.3 Review of the requirements for correctional programmes, interventions, regimes, processes and services

7.2.3.1 The institutional leadership shall ensure that it has the ability to meet the requirements for programmes, regimes, products and services to be offered to clients, staff and other interested parties.

7.2.3.2 Institutional leadership shall conduct a programme, process, service assessment and review before committing to provide that correctional programmes regime, processes and services to include:

- a) requirements of stakeholders, including the requirements for delivery and post-delivery activities;
- b) requirements not stated by stakeholders but necessary for the specified or intended use, when known;
- c) requirements specified by the institution;
- d) statutory and regulatory requirements applicable to the programmes, regimes, products and services;
- e) results of risk and needs assessments; and
- f) results of context and stakeholder evaluations.

7.2.3.3 Records of reviews shall be documented and maintained.

NOTE Customer/Stakeholder here refers to the public sector, ministries with responsibilities, private sector etc.

7.2.3.4 The institutional leadership shall retain documented information, as applicable:

- a) on the results of the review; and
- b) on any new requirements for the correctional programme, regime, process, product and services.
- c) on all use of force situations and the outcomes of use of force reviews, use of restraints and use of administrative punishment.

7.2.4 **Changes to requirements for correctional service programmes, interventionism regimes, products and services**

The institutional leadership shall ensure that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for programs, regimes, products and services are changed.

7.2.5 **Emergency preparedness and response**

Emergency preparedness and response is a key element in the mitigation of health, security, environment & safety risk and risk events. Institutional leadership of the correctional service organization has the responsibility to ensure that organization is prepared for emergencies and disasters.

7.2.5.1 Institutional leadership shall ensure that the sources of risk and other elements are identified, considered, evaluated, controlled and planned for within and at all points to which the correctional service organization interacts with the public and other stakeholders.

7.2.5.2 Actions to mitigate and respond to emergency incidents shall be developed, documented, and communicated, this shall include but not limited to internal and external communication methods and flows, evacuation plans, identifying muster points, processes for accounting for people, establishing incident command systems and appropriate methods for emergency response.

7.2.5.3 Institutional leadership shall ensure that emergency and disaster plans are tested at periodic intervals using appropriate methods and shall ensure the competence of officers, clients and volunteers in fulfilling responsibilities outlined in emergency and contingency plans.

7.2.5.4 Institutional leadership shall also give consideration to varying types of occupational health, security & safety incidents and risk events applicable to the correctional services provision context, needs and risk and in response to risk events and emergencies conduct robust root cause analysis and corrective action procedures to respond to incidents.

7.2.5.5 Where applicable, plans shall also include assembly routes and evacuation procedures defined and communicated. Plans shall include lists of key personnel and emergency agencies inclusive of clean-up agencies, local emergency services, and local occupational health, security & safety offices or agencies) should be established and made available.

7.2.5.6 Institutional leadership shall ensure that all interested parties/stakeholders including emergency personnel of other agencies receive relevant training based on identified training and emergency response needs.

7.2.5.7 Institutional leadership shall also form partnerships with emergency agencies and neighbouring organizations, identify liaisons, with whom you can share mutual services and provide help in the event of occupational health security & safety incidents and risk events.

7.3 Design and development of correctional programmes and services

7.3.1 General

7.3.1.1 The institutional leadership shall establish, implement and maintain a design and development process that is appropriate to ensure the subsequent provision of programmes, regimes, products and services.

7.3.1.2 The process shall detail who has responsibility for approval, deployment and making changes to correctional programmes, regimes, products and services. As far as practicable institutional leadership shall ensure that all relevant parties are included in the design, development, and review process.

7.3.2 Design and development planning

7.3.2.1 In determining the stages and controls for design and development, the institutional leadership shall consider:

- a) the nature, duration and complexity of the design and development activities;
- b) the required process stages, including applicable design and development reviews;
- c) the required design and development verification and validation activities;
- d) the responsibilities and authorities involved in the design and development process;
- e) the internal and external resource needs for the design and development of products and services;
- f) the need to control interfaces between persons involved in the design and development process;
- g) the need for involvement of customers and users in the design and development process;
- h) the requirements for subsequent provision of products and services;

- i) the level of control expected for the design and development process by staff, clients and other relevant interested parties; and
- j) the documented information needed to demonstrate that design and development requirements have been met.

7.3.2.2 the resulting correctional programme, regime, process, product or service shall be documented, approved prior to dissemination and the records of the programme approval and review process shall be maintained.

7.3.3 Design and development inputs

7.3.3.1 Institutional leadership and designated entities shall determine the requirements essential for the specific types of products and services to be designed and developed. The correctional institution shall consider:

- a) functional and performance requirements
- b) information derived from previous similar design and development activities;
- c) statutory and regulatory requirements;
- d) standards or codes of practice that the institution has committed to implement;
- e) potential consequences of failure due to the nature of the products and services;
- f) research and statistical information; and
- g) results of risk and needs assessments.

7.3.3.2 Inputs shall be adequate for design and development purposes, complete and unambiguous. Conflicting design and development inputs shall be resolved. The inputs informing the design of corrections; programmes, regimes, products and services shall be maintained.

7.3.3.3 The institution shall retain documented information on design and development inputs.

7.3.4 Design and development controls

The institutional leadership and designated entities shall apply controls to the design and development process to ensure that:

- a) the results to be achieved are defined;
- b) reviews are conducted to evaluate the ability of the results of design and development to meet requirements;

- c) verification activities are conducted to ensure that the design and development outputs meet the input requirements;
- d) validation activities are conducted to ensure that the resulting products and services meet the requirements for the specified application or intended use;
- e) actions are taken regarding problems identified or determined during the reviews, or verification and validation activities;
- f) documented information of these activities is retained; and
- g) uncontrolled changes are not made to correctional programs, regimes, products or services.

NOTE design and development reviews, verification and validation have distinct purposes. They can be conducted separately or in any combination, as is suitable for the correctional programmes and services.

7.3.5 Design and development outputs

7.3.5.1 Institutional leadership and designated entities shall ensure that design and development outputs:

- a) meet the input requirements;
- b) are adequate for the subsequent processes for the provision of correctional programmes, regimes, processes, products and or services;
- c) include or reference monitoring and measuring requirements, as appropriate, and consistent with acceptance criteria; and
- d) specify the characteristics of the correctional programme, regime, process, products and of services that are essential for their intended purpose and their safe and proper provision.

7.3.5.2 Institutional leadership or designated entities shall retain documented information on design and development outputs.

7.3.6 Design and development changes

The institution shall identify, review and control changes made during, or subsequent to, the design and development of products and services, to the extent necessary to ensure that there is no adverse impact on conformity to requirements. The institution shall retain documented information on:

- a) design and development changes;
- b) the results of reviews;

- c) the authorization of the changes; and
- d) the actions taken to prevent adverse impacts.

7.4 Control of externally provided processes, products and services

7.4.1 General

7.4.1.1 The institutional leadership shall ensure that externally provided processes, products and services conform to requirements.

7.4.1.2 The institution shall determine the controls to be applied to externally provided processes, products and services when:

- a) products and services from external providers are intended for incorporation into the institution's own products and services;
- b) products and services are provided directly to the customer(s) by external providers on behalf of the institution; and
- c) a process, or part of a process, is provided by an external provider as a result of a decision by the institution.

7.4.1.3 The institutional leadership shall determine and apply criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes or products and services in accordance with requirements.

7.4.1.4 The institutional leadership and designated entities shall retain documented information of these activities and any necessary actions arising from the evaluations.

7.4.2 Type and extent of control

7.4.2.1 The institutional leadership shall ensure that externally provided processes, products and services do not adversely affect the institution's ability to consistently deliver conforming products and services to its customers.

7.4.2.2 The institution shall:

- a) ensure that externally provided processes remain within the control of its correctional service management system;
- b) define both the controls that it intends to apply to an external provider and those it intends to apply to the resulting output;
- c) take into consideration:
 - i. the potential impact of the externally provided processes, products and services on the institution's ability to consistently meet customer and applicable statutory and regulatory requirements;
 - ii. the effectiveness of the controls applied by the external provider;

- d) determine the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements.

7.4.3 Information for external providers

7.4.3.1 The institution shall ensure the adequacy of requirements prior to their communication to the external provider.

7.4.3.2 The institution shall communicate to external providers its requirements for:

- a) the processes, products and services to be provided;
- b) the approval of:
 - a. products and services;
 - b. methods, processes and equipment;
 - c. the release of products and services;
- c) competence, including any required qualification of persons;
- d) the external providers' interactions with the institution;
- e) control and monitoring of the external providers' performance to be applied by the institution; and
- f) verification or validation activities that the institution, or its customer, intends to perform at the external providers' premises.

7.5 Correctional service provision

7.5.1 Control of service provision

The institutional leadership and designated entities shall implement production and service provision under controlled conditions. Controlled conditions shall include, as applicable:

- a) the availability of documented information that defines:
 - i. the characteristics of the products to be produced, the services to be provided, or the activities to be performed;
 - ii. the results to be achieved;
- b) the availability and use of suitable monitoring and measuring resources;
- c) the implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products and services, have been met;
- d) the use of suitable infrastructure and environment for the operation of processes;
- e) the appointment of competent persons, including any required qualification;

- f) the validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement;
- g) the implementation of actions to prevent human error; and
- h) the implementation of release, delivery and post-delivery activities.

7.5.2 Identification and traceability

- 7.5.2.1 The institutional leadership and designated entities shall use suitable means to identify correctional programmes, regimes, services and outputs when it is necessary to ensure the conformity of products and services.
- 7.5.2.2 The institution shall identify the status of outputs with respect to monitoring and measurement requirements throughout production and service provision.
- 7.5.2.3 The institutional leadership shall control the unique identification of the outputs when traceability is a requirement, and shall retain the documented information necessary to enable traceability.

7.5.3 Property belonging to customers or external providers

- 7.5.3.1 The institutional leadership shall exercise care with property belonging to clients, staff, visitors and other stakeholders including and not limited to external providers while it is under the institution's control or being used by the institution.
- 7.5.3.2 The institutional leadership and designated entities shall identify, verify, protect and safeguard customers' or external providers' property provided for use or incorporation into the products and services.
- 7.5.3.3 When the property of a client, staff, visitor and or other stakeholder or external provider is lost, damaged or otherwise found to be unsuitable for use, the institution shall report this to the relevant authorities and retain documented information on what has occurred. Records of all such occurrences shall be maintained.
- 7.5.3.4 Client property shall be recorded, stored, transferred and controlled in an effective manner and in accordance with relevant legal, regulatory and other requirements. Client monies and earnings shall be managed in an effective manner and in accordance with relevant legal, regulatory and other requirements.

NOTE a customer's or external provider's property can include materials, components, tools and equipment, premises, intellectual property and personal data.

7.5.4 Preservation

The institutional leadership and designated entities shall preserve the outputs during execution and service provision, to the extent necessary to ensure conformity to requirements.

NOTE preservation can include identification, traceability of programme, regime, process, product or service identifiers, handling, contamination control practices in case of food, its transportation storage, FIFO practices, packaging, storage, transmission or transportation, and protection.

7.5.5 Post-delivery of correctional programmes, regimes, processes and services

The institutional leadership shall meet requirements for post-delivery activities associated with the correctional programmes, regimes, products and services. In determining the extent of post-delivery activities that are required, the institution shall consider:

- a) legal, statutory and regulatory requirements;
- b) the potential undesired consequences associated with its correctional interventions, processes and services;
- c) the nature, use and intended lifetime of its products and services;
- d) implicit and explicit stakeholder requirements; and
- e) stakeholder feedback.

NOTE post-delivery activities can include reporting, registration of participants, PLAR assessment and verification, actions under warranty provisions, contractual obligations such as maintenance services, and supplementary services such as recycling or final disposal.

7.5.6 Control of changes

7.5.6.1 The institutional leadership shall review and control changes to programmes, regimes, processes, output production or service provision, to the extent necessary to ensure continuing conformity with requirements.

7.5.6.2 The institutional leadership and designated entities shall retain documented information describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review.

7.6 Authorization, approval and validation of correctional programme, regime, process, products and services before deployment

Institutional leadership shall implement planned arrangements, at appropriate stages, to verify that all correctional programmes, regimes, processes, product and services requirements have been met, are consistent with design, intent and resources necessary to deploy, implement, monitor, evaluate and review against design. The implementation of correctional programmes, regimes, processes or products and services to clients shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority

- 7.6.1 The institutional leadership shall retain documented information on the execution of programmes, regimes, process, products and or services. The documented information shall include:
- a) evidence of conformity with the acceptance criteria; and
 - b) traceability to the person(s) authorizing the release.

7.7 Managing nonconforming situations

- 7.7.1 Institutional leadership shall ensure that processes or services that do not conform to requirements are identified and controlled to prevent unintended consequences.
- 7.7.2 Institutional leadership and designated entities shall take appropriate action based on the nature of the nonconformity and its effect on the conformity of programmes, regimes, processes and services. This shall also apply to nonconforming programmes, regimes, processes and services detected after delivery of correctional programme, processes, regimes or service, during or after the provision of programmes, regimes, processes or services.
- 7.7.3 Institutional leadership shall deal with nonconforming programmes, regime, processes or services by assessing the root causes of non-conformance and implementing improvement actions to prevent recurrence.
- 7.7.4 Institutional leadership shall retain documented information that:
- a) describes the nonconformity;
 - b) describes the actions taken;
 - c) describes any concessions obtained; and
 - d) identifies the authority deciding the action in respect of the nonconformity.

8 Performance evaluation

8.1 Monitoring, measurement, analysis and evaluation

- 8.1.1 Institutional leadership and designated entities shall determine:
- a) what needs to be monitored and measured;
 - b) the methods for monitoring, measurement, analysis and evaluation needed to ensure valid results;
 - c) when the monitoring and measuring shall be performed; and
 - d) when the results from monitoring and measurement shall be analysed and evaluated.

8.1.1.1 The institution shall evaluate the performance and the effectiveness of the correctional service management system. The institution shall retain appropriate documented information as evidence of the results.

8.1.2 Stakeholder satisfaction

Institutional leadership and designated entities shall monitor stakeholders' perceptions of the degree to which their needs and expectations have been fulfilled.

8.1.2.1 Institutional leadership and designated entities shall determine the appropriate methods for obtaining, monitoring and reviewing this information.

8.1.2.2 Institutional leadership shall take practical steps to verify and validate the suitability, efficiency and effectiveness of monitoring and evaluation methods and demonstrate its suitability and appropriateness to context.

NOTE 1 examples of monitoring stakeholder perceptions can include stakeholder, client surveys, staff surveys, visitor surveys, stakeholder feedback on delivered programmes, regimes, products and services, meetings with customers, market-share analysis, compliments, and reports.

NOTE 2 stakeholders includes visitors, clients, the clients' families, staff, police, ministries and departments, surrounding communities, civil society, chaplains, medical and mental health personnel, victims, and other law enforcement agencies.

8.1.3 Analysis and evaluation

Institutional leadership and designated entities shall analyse and evaluate appropriate data and information arising from monitoring and measurement. The results of analysis shall be used to evaluate:

- a) conformity of programmes, regimes, processes and services;
- b) the degree of stakeholder satisfaction;
- c) the performance and effectiveness of the correctional service management system;
- d) if planning has been implemented effectively;
- e) the effectiveness of actions taken to address risks and opportunities;
- f) the performance of external providers; and
- g) the need for improvements to the correctional service management system.

NOTE methods to analyse data can include statistical techniques, impact evaluations, theory of change analysis, assessment of five dimensions of social impact and change etc.

8.2 Internal audit

8.2.1 Institutional leadership shall ensure that internal audits are conducted at planned intervals to provide information on whether the correctional service management system:

- a) Conforms to:
 - I. the institution's own requirements, policies, processes and procedures detailed as part of correctional service management system; and
 - II. the requirements of this Standard are met on all levels.
- b) is effectively implemented and maintained.

8.2.2 Institutional leadership and designated entities shall:

- a) plan, establish, implement and maintain an audit programme(s) including the frequency, methods, responsibilities, planning requirements and reporting, which shall take into consideration the importance of the processes concerned, changes affecting the institution, and the results of previous audits;
- b) define the audit criteria, timing and scope for each audit;
- c) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;
- d) ensure that the results of the audits are reported to relevant management;
- e) take appropriate correction and corrective actions without undue delay;
- f) retain documented information as evidence of the implementation of the audit programme and the audit results; and
- g) train and maintain a cadre of competent internal auditors to assure the integrity and continuity of the audit programme.

8.3 Management review

8.3.1 General

Institutional leadership and designated entities shall review the institution's correctional service management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the institution.

8.3.1.1 Management reviews shall be conducted for all programme approvals and reviews. Records of all reviews shall be maintained.

8.3.2 Management review inputs

The management review shall be planned and carried out taking into consideration:

- a) the status of actions from previous management reviews (assessment or management process review meetings);

- b) changes in external and internal issues that are relevant to the correctional service management system;
- c) information on the performance and effectiveness of the correctional service management system, including trends in:
 - i. customer/stakeholders satisfaction and feedback from relevant interested parties,
 - ii. the extent to which quality objectives have been met,
 - iii. process performance and conformity of products and services,
 - iv. nonconformities and corrective actions,
 - v. monitoring and measurement results,
 - vi. internal and external audit results,
 - vii. the performance of external providers,
- d) the adequacy of resources;
- e) the effectiveness of actions taken to address risks and opportunities (see 5.1); and
- f) opportunities for improvement.

8.3.3 Management review outputs

The outputs of the management review shall include decisions and actions related to:

- a) Identification of opportunities, formulated and approved improvement plans and recommendations for improvement;
- b) Identification of any need for changes to the correctional service management system and appropriate steps to implement changes;
- c) identification resource needs and budgets. Institutional leadership shall retain documented information as evidence of the results of management reviews; and
- d) improvement plans and budget documents.

9 Improvement

9.1 General

The institutional leadership shall determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer/stakeholder satisfaction. These shall include:

- a) improving programmes, regimes, products and services to meet requirements as well as to address future needs and expectations;
- b) correcting, preventing or reducing undesired effects and nonconformity; and

- c) improving the performance and effectiveness of the correctional service management system.

NOTE examples of improvement can include correction, corrective action, continual improvement, breakthrough change, innovation and re-institution.

9.2 Nonconformity and corrective action

9.2.1 When a nonconformity occurs, including any arising from complaints, the institution shall:

- a) react to the nonconformity and, as applicable:
 - i. take action to control and correct it,
 - ii. deal with the consequences,
- b) evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
 - i. reviewing and analysing the nonconformity,
 - ii. determining the causes of the nonconformity,
 - iii. determining if similar nonconformities exist, or could potentially occur,
- c) implement any action needed;
- d) review the effectiveness of any corrective action taken;
- e) update risks and opportunities determined during planning, if necessary; and
- f) make changes to the correctional service management system, if necessary.

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

9.2.2 The correctional institution shall retain documented information as evidence of:

- a) the nature of the nonconformities and any subsequent actions taken, and
- b) the results of any corrective action.

9.2.2.1 The effectiveness of improvement actions shall be assessed after implementation and records of corrective or improvement actions shall be maintained.

9.3 Continual improvement

The institutional leadership shall continually improve the suitability, adequacy and effectiveness of the correctional service management system.

9.3.1 Institutional leadership and designated entities shall consider the results of analysis and evaluation, and the outputs from management reviews, monitoring and evaluation, performance review, benchmark reviews, audits and other organizational and programme assessment processes, to determine if there are needs or opportunities that shall be addressed as part of continual improvement.

- 9.3.2 The effectiveness of actions aimed at continual improvement shall be assessed at a predetermined time. Improvement actions implemented as part of continual improvement processes shall be maintained as documented information. Records of actions aimed at continual improvement shall be documented, and maintained

END OF DOCUMENT

DRAFT JAMAICAN STANDARD

Standards Council

The Standards Council is the controlling body of the Bureau of Standards Jamaica and is responsible for the policy and general administration of the Bureau.

The Council is appointed by the Minister in the manner provided for in the Standards Act, 1969. Using its powers in the Standards Act, the Council appoints committees for specified purposes.

The Standards Act, 1969 sets out the duties of the Council and the steps to be followed for the formulation of a standard.

Preparation of standards documents

The following is an outline of the procedure which must be followed in the preparation of documents:

1. The preparation of standards documents is undertaken upon the Standard Council's authorisation. This may arise out of representation from national organisations or existing Bureau of Standards' Committees of Bureau staff. If the project is approved it is referred to the appropriate sectional committee or if none exists a new committee is formed, or the project is allotted to the Bureau's staff.
2. If necessary, when the final draft of a standard is ready, the Council authorises an approach to the Minister in order to obtain the formal concurrence of any other Minister who may be responsible for any area which the standard may affect.
3. The draft document is made available to the general public for comments. All interested parties, by means of a notice in the Press, are invited to comment. In addition, copies are forwarded to those known, interested in the subject.
4. The Committee considers all the comments received and recommends a final document to the Standards Council
5. The Standards Council recommends the document to the Minister for publication.
6. The Minister approves the recommendation of the Standards Council.
7. The declaration of the standard is gazetted and copies placed on sale.
8. On the recommendation of the Standards Council the Minister may declare a standard compulsory.
9. Amendments to and revisions of standards normally require the same procedure as is applied to the preparation of the original standard.

Overseas standards documents

The Bureau of Standards Jamaica maintains a reference library which includes the standards of many overseas standards organisations. These standards can be inspected upon request.

The Bureau can supply on demand copies of standards produced by some national standards bodies and is the agency for the sale of standards produced by the International Organization for Standardization (ISO) members.

Application to use the reference library and to purchase Jamaican and other standards documents should be addressed to:

Bureau of Standards Jamaica
6 Winchester Road
P.O. Box 113,
Kingston 10
JAMAICA, W. I.