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Draft  
Jamaican Standard  
Specification  
for  
**Community-based correctional services**

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**BUREAU OF STANDARDS JAMAICA**

**COMMENT PERIOD:  
30 APRIL 2023 - 28 JUNE 2023**

DRAFT JAMAICAN STANDARD

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**Specification**  
**for**  
**Community-based correctional services**

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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

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DRAFT JAMAICAN STANDARD

## **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 committee is comprised of members from a wide cross section of agencies and discipline which includes members from the Ministry of National Security- Offender Management Branch, Department of Correctional Services (DCS), National Council on Drug Abuse, National Youth Council of Jamaica, Private sector, Academia and the Bureau of Standards.

The Community-based Correctional Service Standard was prepared by a working group of three (3) (WG-3) of the BSJ's CSTC. This standard is a part of a suite of Jamaican standards that are first of its kind developments intended for use by correctional institutions in Jamaica.

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) Ann-Murray Brown Consultancy Limited. Study on Involuntarily Returned Migrants (IRMs) in Jamaica, 2018.
- b) Newland, K. (2017) 'Migrant Return and Reintegration Policy: A Key Component of Migration Governance', in McAuliffe, M. and M. Klein Solomon (Conveners) (2017) Ideas to Inform International Cooperation on Safe, Orderly and Regular Migration, IOM: Geneva.
- c) Revised National Deportation Policy, Rehabilitation and Reintegration Strategy and Standard Operating Procedures for Involuntary Returned Migrants.
- d) The Office of Community Corrections. Colorado Community Corrections Standards, 2017.
- e) The United Nations, UN Standard Minimum Rules on Treatment of Prisoners (Beijing Rules 1985).
- f) United Nations Office on Drugs and Crime. Introductory Handbook on the Prevention of Recidivism and the Social Reintegration of Offenders. Vienna, 2018.

# **Draft Jamaican Standard Specification for Community-based correctional services**

## **1. Scope**

This national standard specifies the requirements for community-based correctional services. It covers the community supervision, diversion programme management, probation aftercare, aftercare and other actors in alternatives to custodial sentences, including but not limited to reintegration centres for involuntary migrants, halfway houses, transitional care centres (hostels) and post-release correctional services interventions delivered by state and non-state actors.

This standard does not apply to the custodial and juvenile institutions in the correctional Services.

## **2. Normative references**

-There are no normative references in this document

## **3. Terms and definition**

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

### **3.1 Assessment**

elaborate interview of a juvenile client and review of his/her available medical, mental health, and chemical dependency records and other pertinent information by a professional meeting the state's criterion for licensing and education in the respective field

### **3.2 Case conference**

formal meeting, consultation or discussion about a client between two or more individuals

### **3.3 Case manager**

person or group appointed or employed by the Community Based Correctional Service provider to supervise individuals placed on community supervision, parole, probation, any community based alternative to custody or community based corrections facility

### **3.4 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

### **3.5 Client**

any person sentenced or remanded to community supervision programme or community-based correctional service

### **3.6 Community-based correctional programme**

intervention that is intended to reduce recidivism by supervised individuals and is funded in whole or in part by the state or administered by an agency approved by the state to execute community-based correctional service

NOTE programme does not include medical services in this standard.

### **3.7 Conditional release**

release of a client to parole or suspended sentence supervision, or the temporary release of a client on a furlough, bedside visit or funeral attendance

### **3.8 Needs assessment**

quality assured evaluation of client social, psychological, economic, and rehabilitative needs

NOTE needs assessment evaluate things such as: employment history, sources of income, financial management, marital/family relationships, friends and associates, emotional stability, substance abuse problems, mental ability, health, sexual behaviour, previous encounters with the law.

### **3.9 Offence**

Any behaviour (act or omission) that is punishable by law under the respective legal systems

### **3.10 Parole**

release of a client under confinement to continuing state supervision in the community under conditions which, if violated, can lead to re-imprisonment for the remainder of the client's court-imposed sentence

### **3.11 Probation**

court-imposed sentence or sanction in lieu of incarceration in prison

### **3.12 Progress reports**

report given on a monthly basis to parents/guardians of juveniles in custody, the committing court and the supervising Juvenile Corrections Agent (JCA).

NOTE progress reports include information on how the youth is progressing in program participation, education, and treatment.

### **3.13 Recidivism**

The arrest of a supervised individual for a new offense while under community supervision; The conviction of a supervised individual for a new offense while under community supervision; or The adjudication of a supervised individual for violation of the conditions of supervision while under community supervision

### **3.14 Rehabilitation**

act of restoring, reintegrating and transforming the lifestyle of a client to through targeted programming, case management and community supervision

### **3.15 Reoffending**

To commit a further offence while under community-based correctional supervision

### **3.16 Restorative justice**

value based justice framework that sees crime as firstly an offence against human relationship and secondly as an offence of the law

NOTE 1 all restorative measures heal torn relationships. They support victims and hold clients accountable while building families and communities. These measures focus on more than one interest or stakeholder of the Criminal Justice System in one programme.

NOTE 2 restorative programmes and measures are intervention programmes and strategies that aim at restoring torn relationships between clients and the community, clients and victims and clients and secondary victims. These can include victim voice, victim client mediation, and sycamore tree.

NOTE 3 restorative policies are policies that seek to advance practices, address trauma, create structures and enable systems for repairing harm and healing relationships broken down by crime.

### **3.17 Risk assessment**

data-driven 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.

### **3.18 Sex offender**

offender convicted or adjudicated of a sex crime. Clients who have a history of sexually abusive or violent behaviour

NOTE including sexually abusive or violent behaviour while incarcerated.

### **3.19 Supervised individual**

individual placed on probation or other community-based supervision by a court or serving a period of parole or post-release supervision from prison or jail

### **3.20 Stakeholders**

interested parties impacted by, affected, benefited or influenced the mission of the community-based correctional service.

NOTE stakeholders may include correctional services staff, clients, victims, the public, partners and allies.

### **3.21 Team supervision**

collaborative approach to community supervision undertaken by a group of authorized experts

Note 1 authorized individuals include: case managers, peace officers (including police officers and probation/parole officers), community assessment and parole supervision contractors, individuals authorized by the institutional leadership and competent authorities by name.

Note 2 these persons must meet both the following minimum standards:

a) have a valid valued security clearance;

b) have been briefed on the clients' criminal history and case dynamics as they relate to staff safety risk factors.

### **3.22 Victim**

any person being the direct subject of an alleged act, which would constitute a crime

### **3.23 Volunteer**

approved individual who donates time and effort on a recurring basis to enhance the activities and programs provided at an adult or juvenile community corrections service provider

## **4. Context of the community-based correctional services organization**

### **4.1 Understanding the community-based correctional service organization and its context**

- 4.1.1 The community-based correctional services organization shall design, plan, implement and deploy processes and protocols that enable institutional leadership and staff to demonstrate an understanding of the institution's mission, vision, purpose and strategic context.
- 4.1.2 Institutional leadership and staff shall demonstrate and implement processes and protocols that enable them to understand and respond effectively to the needs and expectations of all stakeholders.
- 4.1.3 Institutional leadership shall define the scope of its community-based correctional services management system and assure its consistency with the mission, vision and stated purpose of the institution.
- 4.1.4 Having the defined the scope of the community-based correctional services aligned to and consistent with the mission, vision and stated purpose of the institution, institutional leadership shall define and detail the policies, processes, protocols and interactions of the community-based correctional services delivered by the community correction entity.

### **4.2 Managing evidenced based community-based correctional services**

- 4.2.1 All clients shall be assessed for their specific risk and needs.
- 4.2.2 All clients shall be subject to a robust case management and sentence management regime and shall be supervised in a manner consistent with their specific risk needs and protective factors.
- 4.2.3 Institutional leadership shall ensure that appropriate community-based correctional interventions shall be planned, implemented and appropriately monitored to assure effective reintegration/integration of clients into the community.

NOTE community-based correctional service interventions may include but not limited to:

1. Case management;
2. Community based monitoring, care, surveillance and supervision;

3. Medical and mental health services;
4. Behaviour change and transition management;
5. Job placements;
6. Coaching and mentoring;
7. Community services connections;
8. Psychoactive substance use and dependency management;
9. Community-based residential and non-residential client management;
10. Academic, technical and vocational educational support and assistance;
11. 360 assessments and feedback;
12. Managing pathways and transitions;
13. Victim client mediation and intervention;
14. Electronic monitoring and surveillance;
15. Structured alternatives to custody;
16. Restorative justice processes programmes and measures;
17. Managing therapeutic communities;
18. Advocacy for restorative justice policies; and
19. Managing sex offender registry and sex offender treatment programmes.

4.2.4 Clients shall be provided with employability skills, money management, and where possible job placements.

4.2.6 All clients shall be placed appropriately within the community-based correctional programmes and services according to their legal status, security rating, management requirements and individual needs.

4.2.7 Institutional leadership shall implement robust quality assurance processes, document those processes and assess the effectiveness of its evidenced based community practices to determine the degree of application of at least three of the following eight evidenced based principles for effective intervention in all interventions.

1. *Assessing actuarial risk/needs.* Institutional leadership shall develop and maintain a complete system of on-going client risk screening/triage and needs assessments.
2. *Enhancing intrinsic motivation.* Case managers shall assess clients' intrinsic motivations on an on-going basis and assure that these motivations are catered for in case plans and correctional interventions. . Case managers shall document the progress made at periodic intervals and shall communicate that progress to clients and other stakeholders and or case managers as applicable.
3. *Target interventions.* Institutional leadership shall assure that interventions are targeted and takes account of the:
  - a. Risk principle: prioritize supervision and treatment resources for higher risk clients.
  - b. Need principle: target interventions to criminogenic needs.

- c. Responsivity principle: be responsive to temperament, learning style, motivation, culture, and gender when assigning programs.
  - d. Dosage: structure 40-70% of high-risk clients' time for 3-9 months.
  - e. Treatment principle: integrate treatment into the full sentence or sanction requirements.
4. *Skill train with directed practice using therapeutic orientation.* Case managers shall provide evidence-based programming that emphasizes the appropriate theoretic or therapeutic frameworks. These strategies shall be applied in treatment settings, but also in routine interactions between officers and clients.
  5. *Increase positive reinforcement.* Institutional leadership shall implement appropriate positive reinforcement to support learning, behaviour change and magnify intrinsic motivation.
  6. *Engage on-going support in natural communities.* Institutional leadership and designated entities shall provide opportunities for clients to realign and actively engage pro-social supports in their communities.
  7. *Measure relevant processes or practices.* Case managers shall assure that there is accurate and detailed documentation of case information, along with a formal and valid mechanism for measuring outcomes.
  8. *Provide measurement feedback.* Institutional leadership shall assure that a quality assured method for measuring relevant processes or practices is in place and ensure that information is used to monitor process and change.
- 4.2.8 Institutional leadership and designated entities shall provide periodic feedback to clients regarding their progress with the aim of enhancing accountability increasing motivation for change, lowering treatment attrition, and improved community based correctional outcomes

NOTE 1 evidenced based community programmes include inter alia education programmes, TVET programmes, community, family and spiritual support, entrepreneurship development, character modification education, self-esteem and life skills development, coaching and mentorship support, accommodation or shelter provision, job or skills training, counselling and psychological support, recreational services, health and wellbeing services that include mental health and substance abuse intervention and support and through interagency partnerships.

NOTE 2 evidence based or any other programmes should apply evidenced based principles as well as be culturally sensitive.

NOTE 3 managing pathways includes inter alia support and intervention to assist clients acquire identification documents, accommodation or housing, employment, entrepreneurship opportunities, identity, health, education, psychological and counselling support, substance abuse surveillance and treatment etc.

### **4.3 Managing community-based corrections in context of juvenile clients**

- 4.3.1 Case managers shall identify the specific needs, risk, opportunities and context applicable to juvenile clients.
- 4.3.2 Case management plans shall be documented, validated, verified, quality assured and appropriately communicated by designated entities and case managers.
- 4.3.3 Case managers shall plan and prepare robust social inquiry reports (social reports or pre-sentence reports) that address protective and risk factors such as social and family background, school career, educational experiences, etc.
- 4.3.4 Institutional leadership must ensure that all health and well-being requirements are identified and met. Requirements shall be documented and targeted interventions designed, implemented and suitably monitored to assure management and effectiveness of planned interventions.
- 4.3.5 The institutional leadership shall work closely with the agencies legislative to design and implement community-based correctional interventions to prevent juvenile delinquency, provide support to high-quality, rigorous research, evaluations, and statistical analyses related to juvenile justice, as well as preventing and responding to juvenile delinquency and victimization.
- 4.3.6 Documented information and research about juvenile clients' criminogenic and protective factors shall be shared with stakeholder agencies and interested parties engaged in joint execution of community-based correctional interventions, programmes, services, regimes and research.
- 4.3.7 Institutional leadership shall maintain documented information, research and case studies in an accessible format and demonstrate how the documented information and research is used to inform improvements in the practices associated with community-based corrections for juveniles, and how the system addresses adolescent behaviours, implement the appropriate system responses, programmes, and the interventions that are most likely to promote positive youth outcomes.

## **5 Leadership**

### **5.1 General**

- 5.1.1 Institutional leadership shall demonstrate its commitment by designing, planning, implementing and continually improving community-based evidenced based, trauma informed correctional programmes and services.
- 5.1.2 Institutional leadership shall demonstrate commitment by deploying well planned evidenced and risk-based care, surveillance, supervision, interventions, counselling and psychological support programmes and services.
- 5.1.3 Institutional leadership shall design, develop, deploy and improve its community corrections policies, processes and practices to assure the vision, mission and stated purpose of the institution are fulfilled.
- 5.1.4 Institutional leadership shall ensure that policies and processes not only exist but are relevant, adequate, implemented, and assessed for efficiency and effectiveness on a periodic basis. Policies shall be standardized and communicated to all interested parties

in an approved and suitable format to assure effectiveness of communication and action on policy.

- 5.1.5 Institutional Leadership must ensure that the child's or adult client's right to privacy shall be respected at all stages in order to avoid harm being caused to her or him by undue publicity or by the process of labelling.

NOTE when children come in conflict with the law their emotional, mental and intellectual maturity may be affected and must be taken into consideration to meet the child's basic rights as stipulated by the Child Care and Protection Acts or any other legal framework established by law, when creating intervention programs given their stages of development.

## **5.2 Organization roles and responsibilities.**

- 5.2.1 Institutional leadership shall ensure that the roles, responsibilities, and interactions (relationships) of all employees are efficiently and effectively defined, documented, and communicated throughout the organization.
- 5.2.2 All employees, volunteers and other stakeholders shall undergo appropriate orientation, awareness and training regarding their roles and responsibilities.

## **5.3 Community-based correctional service policy**

- 5.3.1 Institutional leadership shall establish, implement, maintain and sustain a community-based correctional services policy that, within the defined scope of its management system.
- 5.3.2 Institutional leadership shall assure that its overarching policy:
- a) is appropriate to the purpose and context of the organization, including the nature, scale, risk and impacts of its activities, programmes and services,
  - b) provides a framework for setting community-based correctional objectives,
  - c) includes a commitment to the protection of the public, clients, and other stakeholders, and
  - d) other specific commitment(s) relevant to the context of the organization.
- 5.3.3 Institutional leadership shall assure that their community-based correctional services policies and regulations include:
- a) adoption, validation and utilization of an objective risk and needs assessment tool;
  - b) use of assessment scores and other objective criteria to determine the risk level and program needs of each supervised individual, prioritizing supervision and program resources for clients who are at higher risk to reoffend;
  - c) definitions of low, moderate and high risk levels during the period of supervision;
  - d) development of a case plan, based on the assessment, for each individual who is assessed to be moderate to high risk;

- e) swift, certain, proportionate and graduated responses that a community-based correctional services employee will apply in response to a supervised individual's compliant and non-compliant behaviours,
- f) caseload size guidelines that are based on client risk levels and take into account agency resources and employee workload; and
- g) establishment of protocols and standards that assess the degree to which community-based correctional service policies, procedures, programs and practices relating to client recidivism reduction are evidence based.

## **6 Planning**



### **6.1 Actions to address risk**

- 6.1.1 Institutional leadership shall ensure that the institutions take efficient action to address strategic, tactical and operational risk and opportunities relevant to delivering effective community-based correctional services to all its stakeholders.
- 6.1.2 Institutional leadership shall ensure they design, develop and deploy appropriate evidence based and innovative methods to identify, assess, evaluate, control and mitigate the community-based correctional risk and opportunities associated with the efficient and effective execution of community based correctional services.

### **6.2 Setting community-based correctional objectives**

- 6.2.1 Working with and engaging all relevant stakeholders, institutional leadership shall identify objectives for their community-based correctional services, plans, programmes and regimes along with appropriate and suitable methods to achieve the objectives.
- 6.2.2 Institutional leadership shall detail and implement methods for the effective assessment, review and improvement of the correctional objectives and the methods applied to achieve those objectives.

### **6.3 Planning community-based correctional service delivery**

- 6.3.1 Institutional leadership shall collect, collate, validate and verify client information provided by the community and the client, as necessary to provide an assessment of the criminal behaviour, risk and applicable factors likely to affect the safe reintegration, case management or intervention plans designed to facilitate client integration into the community.
- 6.3.2 Plans shall collect and consider:
  - 1. client's employment history (pattern of employment and job satisfaction);
  - 2. client's substance abuse history;
  - 3. client's attitude towards accepted social values and their views on living a law-abiding lifestyle;
  - 4. influences associates may have over the client;

5. client's personality (e.g., impulsive, empathetic, sensation seeking, manipulative);
6. pattern such as aggression, assertion, coping mechanisms or frustration tolerance;
7. client's sexual dysfunction;
8. client's mental health;
9. whether the client's childhood, including whether the family unit had a negative or positive influence on the client;
10. whether the clients' experience as a residential school survivor (including whether or not the client was inter-generationally impacted);
11. whether the protective factors that represent the client's strengths are likely to contribute to their reintegration; and
12. the interest of the community in participating in a community hearing and/or restorative justice process.

#### **6.4 Planning of changes**

- 6.4.1 Institutional leadership shall ensure that changes made to the management system, plans, programmes, services and its processes are done in a structured coherent manner and in a way that prevents unauthorized changes or use of unapproved policies, processes, plans, programmes procedures or practices from being used.
- 6.4.2 There shall be a process to allow line staff to make suggestions on changes and have Institutional leadership act and formalize those suggestions when and once approved by the competent authorities.
- 6.4.3 Institutional leadership shall conduct surveys of programmes, surveys, processes, services and resources with an aim to identify any gaps, needs and or available resources necessary to achieve the mission of high quality community based correctional services.
- 6.4.4 Institutional leadership shall develop a directory of services and programs and create a continuum of community-based care, support, sanctions, plans, programmes and services.

### **7 Support**

#### **7.1 Resources**

- 7.1.1 Institutional leadership shall create a service or program directory listing to include the following:
  - a. Fiscal year
  - b. Program title
  - c. Contact person
  - d. Program address and phone

- e. Primary service
- f. Secondary service
- g. Brief program description
- h. Target population
- i. Approximate number of clients to be served annually
- j. Geographic area to be served
- k. Program purpose, goals, and outcomes

7.1.2 Institutional leadership shall ensure that resources necessary and relevant to efficient and effective delivery of evidenced-based and trauma-informed community-based correctional services are planned for and made available to the institution.

7.1.3 The adequacy of resources shall be reviewed on a periodic basis and the outcome of the reviews should inform and be reflected in planning and budgeting processes of the community-based correctional institution. When acquired, institutional leadership shall ensure resources are deployed to the right places, in adequate quantity and at the right time.

## **7.2 Human resources, training and development**

7.2.1 Institutional leadership shall ensure that all staff, volunteers, and contractors are sufficiently competent to deliver effective community based correctional services based on education, training and experience.

7.2.2 Institutional leadership shall ensure that all staff, volunteers and contractors are adequately oriented in the relevant institutional policies, procedures and practices before deployment to take in the community-based correctional services.

7.2.3 Institutional leadership shall ensure that there are adequate developmental training opportunities provided to staff, volunteers and contractors on the basis of risk, needs, changes and strategic objectives of the community-based correctional service organization.

7.2.4 Professional education, in-service training, refresher courses and other appropriate modes of instruction shall be utilized to establish and maintain the necessary professional competence of all personnel dealing with juvenile cases.

7.2.5 Records of all training and awareness activities shall be maintained in a central registry tracking the records of all staff, volunteers, and relevant contractors.

## **7.3 Communication**

7.3.1 Institutional leadership shall assure that the communication needs of all stakeholders are adequately met.

7.3.2 Institutional leadership shall design and develop a comprehensive communication plan and strategy with an effective method for communicating and engaging with each target audience on an on-going basis. In all instances an effective medium of communication

shall be deployed to allow the institution to listen and to share its messages, policies, processes, programmes, and practices.

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

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

#### **7.4 Documented information**

The institution's community-based correctional service management system shall include:

- a) documented information required by this National Standard, and
- b) documented information determined by the institution as being necessary for the effectiveness of the community based correctional service management system.

NOTE the extent of documented information for a community-based correctional service management system can differ from one institution to another due to the complexity of processes and their interactions, the competence of persons and/or the size of institution and its type of activities, processes, products and services.

#### **7.5 Creating and updating documented information**

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.

#### **7.6 Control of documented information**

7.6.1 Documented information required by the community-based correctional service management system and by this National Standard shall be controlled to ensure:

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

c) client files and records are accurate, up-to-date and securely maintained and that electronic information systems interface with inter-agency and departmental electronic information systems.

7.6.2 For the control of documented information, the institution 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.

7.6.3 Documented information of external origin determined by the institution to be necessary for the planning and operation of the correctional service management system shall be identified as appropriate and be controlled. Documented information retained as evidence of conformity shall be protected from unintended alterations.

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.

## **7.7 Information sharing with clients**

7.7.1 Case managers shall assure that information that can be shared directly should be given to the client as soon as practicable. The following types of information can be disclosed to the client:

- a. information provided by the client,
- b. publicly available information,
- c. information about the client in a locked report in the client management system (CMS),and
- d. opinions that employees, case managers, members of the criminal justice system, agency employees and contracted agency employees have expressed about the client's needs, attitudes, behaviours, etc., if there are no reasonable grounds to believe that the safety of any person will be jeopardized. The client is permitted to keep copies of the reports used in the decision-making process or alternatively.

7.7.2 The institutional leadership shall provide the client access to their information so that he or she may have a reasonable opportunity to review them privately and or with his or her assistant before the scheduled date of the parole or equivalent hearings.

7.7.3 The case manager shall advise the client that the courts, parole bodies or equivalent competent authorities will review the report(s) before deciding. The client may contact his or her case manager if he or she believes that there is inaccurate or incomplete information contained in the report.

7.7.4 The package of documents submitted to the parole or equivalent competent authority shall clearly mark any sensitive reports as protected or confidential a, b, or c, in accordance with the information security requirements. Institutional leadership shall also indicate that the gist has been shared with the client. When it is determined that not even the gist can be provided, the reasons shall be stated.

- 7.7.5 Prior to any decision to disclose contents of reports for which confidentiality has been requested, the parole board or equivalent competent authority is responsible for consulting the appropriate community-based corrections institutional leadership and the repercussions of not maintaining its confidentiality shall be documented and maintained.

## **7.8 Limitations to information sharing**

Institutional leadership shall withhold information from a client if disclosure would jeopardize:

- a. The safety of any person,
- b. The security of a correctional service provider,
- c. The conduct of any lawful investigation, or
- d. The safety of individuals.

NOTE the withholding of this information must be supported by information that leads to the conclusion that disclosure could reasonably be expected to result in a direct threat to the safety of an individual (e.g. an employee, a registered victim, another client, private citizen or competent authority). Examples include:

- a. sensitive information furnished by another client, the disclosure of which would easily identify the source, or
- b. information given by a client's partner or a registered victim who specifically requests confidentiality as he/she is afraid that the client will harm him/her if it is disclosed that he/she is the source.

## **7.9 When disclosure does not occur**

- 7.9.1 When relevant information is of such a highly sensitive nature that not even a gist can be provided to the client, the following or a similar statement shall be included in the decision-making report:

*"The information contained in certain reports cannot be shared with you at this time since it is considered that disclosing this information to you would be injurious to a public interest which outweighs your right to receive the information."*

- 7.9.2 If a situation arises where the fact that information exists may need to be withheld to protect the safety of persons, the security of a correctional service provider or the conduct of any lawful investigation, staff shall consult with duly recognized and competent institutional leadership.

## **7.10 Sharing of information outside of community-based correctional services**

- 7.10.1 Institutional leadership and designated entities shall share information with officials and other external parties where this sharing is authorized by legal, regulatory and other requirements. This disclosure shall also support the institutional leadership's role in making informed and responsible decisions and ensuring the protection of society.

- 7.10.2 Personal information shall not be released to anyone other than the individual it relates to, unless one of the following conditions applies:
- a. the information is already public,
  - b. the individual concerned consents to release of the information,
  - c. there exists a legal authority to disclose, or
  - d. provision of information to individuals providing support to the client.
- 7.10.3 Within the parameters of legal, regulatory and other requirements, all persons in the community that play a significant role in offering support to the client shall be provided, on a need to know basis, with basic information regarding the client's criminal background (nature of current and past offences) and present areas of concern. They shall also be fully briefed on the client's release plan and their role in it. This sharing of information shall be documented and maintained.

## **7.11 Sharing of information with agencies or volunteers**

- 7.11.1 Institutional leadership shall give, at the appropriate times, to parole boards, police, and anyone authorized by the competent authorities to supervise clients, all information under its control that is relevant to release decision-making or to the supervision or surveillance of clients.
- 7.11.2 To receive this information, staff in private agencies and volunteers shall be cleared or reliability screened in accordance with security requirements outlined by the institutional leadership.

## **7.12 Information disclosed to police forces or investigative bodies**

Case managers and designated entities shall disclose confidential information to police forces or investigative bodies for the purpose of administering or enforcing any law or carrying out a lawful investigation within the confines of legal, regulatory and other requirements, which must be met before sharing occurs.

# **8 Operations**

## **8.1 Operational planning and control**

The institutional leadership shall plan, implement, monitor and control the processes needed to achieve the vision, mission, and stated purpose as well as meeting the requirements for the provision of high quality, community-based correctional services, programmes, processes and regimes, and to implement the actions determined in Clause 6, by:

- a) determining the requirements for the community-based services, programmes, processes and regimes;
- b) establishing criteria for:
  - I. the processes, and
  - II. the acceptance of community-based correctional services, plans, programmes, regimes and processes;

- c) determining the resources needed to achieve conformity to the community-based correctional service, programmes, plans, processes, regimes and other requirements;
- d) implementing control of the processes in accordance with the criteria;
- e) determining, maintaining and retaining documented information to the extent necessary:
  - I. to have confidence that the processes have been carried out as planned,
  - II. to demonstrate the conformity of community-based correctional processes, programmes, plans, services and regimes to their requirements. 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 (see 8.4).
- f) organizing and promoting research necessary for effective planning and policy formulation.
- g) avoiding unnecessary delays in case management institutional leadership shall assure that clients' cases shall from the outset be handled expeditiously.

## **8.2 Requirements for community-based correctional services**

### **8.2.1 Stakeholders communication**

Communication with stakeholders shall include:

- a) providing information relating to community-based correctional plans, programmes, processes and services. and regimes;
- b) handling enquiries, contracts or orders, including changes;
- c) obtaining customer feedback relating to products and services, including client complaints;
- d) handling or controlling client property;
- e) establishing specific requirements for contingency actions, when relevant;
- f) recruiting volunteers, voluntary organizations, local institutions and other community resources shall be called upon to contribute effectively to the rehabilitation of the juvenile in a community setting and, as far as possible, within the family unit (Beijing Rules 1985).

### **8.2.2 Determining the requirements for community-based correctional services**

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

- a) the requirements for the products and services are defined, including:
  - I. any applicable statutory and regulatory requirements,
  - II. those considered necessary by the institution, and

- b) the institution can meet the claims for the products and services it offers.

### **8.2.3 Review of the requirements for community-based corrections; plans, programmes, processes and services**

8.2.3.1 The institutional leadership shall ensure that it can meet the requirements for products and services to be offered to clients.

8.2.3.2 The institution shall conduct a review before committing to supply products and services to a client, to include:

- a) requirements specified by the client, including the requirements for delivery and post-delivery activities,
- b) requirements not stated by the state, but necessary for the specified or intended use, when known,
- c) requirements specified by the institution,
- d) statutory and regulatory requirements applicable to the products and services, and
- e) contract or order requirements differing from those previously expressed.

NOTE customer here refers to public, ministries with responsibilities and so on.

8.2.3.3 The institution shall ensure that contract or order requirements differing from those previously defined are resolved.

8.2.3.4 The customer's requirements shall be confirmed by the institution before acceptance, when the customer does not provide a documented statement of their requirements.

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

- a) on the results of the review; and
- b) on any new requirements for the community based correctional programmes and services.

8.2.3.6 The institutional leadership shall monitor its clients upon graduation and release via tracer studies aimed at determining the effectiveness of client transition and reintegration into the society.

### **8.3 Control of community-based correctional service provision**

8.3.1 The institutional leadership shall implement production and service provision under controlled conditions.

8.3.2 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.

#### **8.4 Staff safety and tandem supervision**

- 8.4.1 Institutional leadership and designated entities shall conduct staff safety assessment prior to community supervision contact, excluding contacts at a community-based residential facility, within a reasonable timeframe determined by institutional leadership and following:
- a. a client's initial release (including releases following a revocation),
  - b. case reassignment,
  - c. a change in release type,
  - d. the case manager determination that factors have arisen that may have a possible impact on staff safety, or
  - e. a client's release from remand or immigration hold or the cancellation of a suspension in the case of clients who went unlawfully at large and whose staff safety assessment was not completed at the time of initial release.
- 8.4.2 All staff members shall ensure that staff safety assessments are reviewed prior to the first meeting with a client in the community (excluding contacts at a community-based residential facility) and the review is documented in a casework record.
- 8.4.3 If team supervision is required, all community supervision contacts, except those at a community-based residential facility or in public areas, shall occur with an authorized tandem partner. This includes transporting a client in a vehicle.

**NOTE** if, during the initial assessment, the institution's supervision criteria are met and there are no staff safety issues, the institution leadership can make an exception to this requirement.

8.4.4 Clients that are active in tandem supervision cases shall not be permitted to participate in private home placements.

### **8.5 Assessment of the level of intervention and confirmation of program referral(s)**

8.5.1 All clients, except those assessed as requiring level I supervision or those clients in custody on outstanding charges, on immigration hold/removal order, or held in a health facility (dual status clients), shall be supervised at level A until the level of intervention is reviewed.

8.5.2 Clients assessed as requiring level I supervision shall be supervised at level I until the level of intervention is reviewed.

8.5.3 The level of intervention for clients in custody on outstanding charges, on immigration hold/removal order or held in a health facility (dual status clients) shall be suspended while the client is in a secure facility.

8.5.4 If required, contact between the case manager and the client (i.e. face-to-face or by telephone/videoconference) may occur. Contact with the provincial facility and or immigration officials shall be maintained to obtain the outcome of decisions rendered in their respective areas of authority.

8.5.5 The client's level of intervention shall resume once the client is released back into the community (i.e. bail) following their remand for outstanding charges, their hold by Immigration or their release from a health facility. At that time, the initial interview will be completed.

8.5.6 Case managers shall review, with the designated institutional leadership, the correctional plan, community strategy, level of intervention, program referrals and client's adjustment to the community within timeframes prescribed by institutional leadership.

8.5.7 If there is no change to the level of intervention, key ratings or program referrals, the results of the review shall be recorded in a casework record.

8.5.8 If there are changes to the level of intervention and/or program referral(s), this shall be documented in a correctional plan.

NOTE The level of supervision lowered due to the client residing in one of the approved community corrections centre is an example of a change to the level of intervention.

8.5.9 For intensive supervision cases, the level of intervention shall be reviewed within a timeframe prescribed by institutional leadership. Any change to the level of intervention must be documented in a correctional plan update.

8.5.10 Clients released on one-chance statutory release and those subject to long-term supervision orders who had been detained shall be supervised at level I for a prescribed period determined by institutional leadership. Any exceptions to this standard shall require approval by institutional leadership and documentation in a correctional plan update.

NOTE where at the review, the case manager or designated entity conducts an assessment and determines intensive supervision is not necessary is an exception.

8.5.11 These cases shall be reviewed on a reasonable and periodic basis. A reduction in supervision will require documentation in a correctional plan update. If there is no change, this review can be documented in a casework record.

## **8.6 Monitoring client progress**

8.6.1 Case managers shall meet with the clients at the required level of intervention, or more often if necessary, to assess progress against the correctional plan and monitor special conditions. Contacts with the client will include community visits to ensure the case managers gather information about the client in their environment.

8.6.2 The contact shall be documented in a casework record. In the event of a missed contact, the rationale must be documented in a casework record.

8.6.3 When the level of intervention cannot be met due to exceptional circumstances or those beyond the case manager's control, the level of intervention may be decreased following a case conference with the case manager. When the exception is granted to not meet the level of intervention for a period of less than one month, the case conference shall be documented in a casework record. Lengthier exceptions must be recorded in a correctional plan update.

NOTE exceptional circumstances such as hospitalization, illness, natural disaster, weather prohibits meeting with the client.

8.6.4 The case manager shall establish a network of collateral contacts to verify client reported information and to gather information on the behaviour of the client throughout the supervision period.

8.6.5 When deemed necessary, the case manager shall contact police to verify whether the collateral contact is known to police and or identify the existence of a criminal record, if consent from the collateral contact is obtained as outlined in the consent clearance request.

8.6.6 Where there are police reporting requirements, these shall be verified by the case manager.

- 8.6.7 All relevant client and collateral contacts shall be recorded in casework records. Casework records shall also be completed prior to a transfer of supervision.
- 8.6.8 Any collateral contact with police wherein security or intelligence information is received shall be recorded in a statement/observation report.
- 8.6.9 The case manager shall provide the client with community resource information to facilitate the transition to the community and engagement in the correctional plan. Community employment centres and mental health services shall be utilized where available and appropriate.
- 8.6.10 The case manager shall obtain regular progress reports from individuals or agencies providing programming or counselling to the client, in accordance with the correctional plan. This includes as applicable, methadone maintenance treatment, mental health and other program providers.
- 8.6.11 The case manager shall promptly inform the police of:
- a. suspicion of criminal activities,
  - b. any modifications to release conditions,
  - c. actions taken in response to police information received,
  - d. any travel permits issued to the client, and
  - e. any relevant changes to the client's circumstances.
- 8.6.12 At any time during the community supervision, care and surveillance, the case manager shall be provided with assistance when requested and or a consultation with institutional leadership and or designated competent authority for the following reasons:
- a. concerns regarding staff safety have become known;
  - b. the client is suspected of re-engaging in criminal activity;
  - c. there have been repeated breaches during the supervision period;
  - d. there is a lack of transparency in relation to special conditions;
  - e. the client is isolated or has special needs;
  - f. the client requires an enhanced level of monitoring due to mental health issues; and
  - g. the client was released from a maximum-security institution.

## **8.7 Case conferences**

- 8.7.1 Regular case conferences, which include at a minimum the person supervising the client and a case manager, shall be held:
- a. to discuss release plans or a change in the release plan;
  - b. prior to completion of a correctional plan update or an assessment for decision;
  - c. to reassess risk and review progress; and

d. to discuss any required interventions, such as program referrals.

8.7.2 All case conferences shall be documented in a casework record unless the information is contained within a correctional plan or an assessment for decision, if the initial release plan differs significantly from that approved by case manager.

## **8.8 Updating client progress**

The correctional plan shall be updated:

- a. to add a program referral when the need/objectives are not already identified in the previous correctional plan or remove a program referral;
- b. when recommending a change in the type of release or day parole is continued; and  
or
- c. where circumstances warrant a reassessment.

## **9 Performance evaluation**

### **9.1 Monitoring, measurement, analysis, and evaluation**

9.1.1 The institutional leadership 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 and how the monitoring and measuring shall be performed; and
- d. when the results from monitoring and measurement shall be analysed and evaluated.

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

9.1.3 The performance evaluation system shall include, at a minimum, information on the following key performance indicators:

- a. recidivism of supervised individuals;
- b. employment of supervised individuals;
- c. substance use by supervised individuals;
- d. victim restitution paid by supervised individuals;
- e. compliance with “no contact” orders by supervised individuals;
- f. status of discharge from supervision; and
- g. outcome indicators of programme success.

- 9.1.4 Institutional leadership shall ensure that accurate, reliable and complete records are maintained on the key performance indicators.
- 9.1.5 Institutional leadership shall report on the community-based correctional service's performance on the key performance indicators at periodic intervals defined by supervising and oversight agencies, legislative and executive bodies, constituents and stakeholders inclusive of the public.
- 9.1.6 Institutional leadership and designated entities shall utilize information on the key performance indicators for agency management purposes, reporting and reviewing performance.

## **9.2 Stakeholder satisfaction**

The institutional leadership and designated entities shall monitor stakeholder' perceptions of the degree to which their needs and expectations have been fulfilled. The institution shall determine the methods for obtaining, monitoring and reviewing this information.

## **9.3 Improvement of policies and practices for crime victims**

- 9.3.1 Institutional leadership shall develop, implement, monitor and sustain policies, rules and regulations that improve crime victim satisfaction with the criminal justice system, including but not limited:
  - a. processes for managing payments by supervised individuals of victim restitution and child support;
  - b. providing opportunities for victims to complete victim impact statements or provide input into pre-sentence investigation reports;
  - c. providing victims information about their rights and services, and referrals to access those rights and services;
  - d. offering victims the opportunity to complete a "victim satisfaction survey," with data used to measure community based correctional service's performance; and
  - e. facilitating victim-client dialogues when the victim is willing.
- 9.3.2 Documented information on victim policies, practices and satisfaction shall be documented and maintained.

## **9.4 Analysis and evaluation**

- 9.4.1 Institutional leadership shall plan, implement, monitor and sustain a systematic performance measurement model, which includes measures of outcomes in key performance areas.
- 9.4.2 The community-based correctional institutional leadership shall periodically analyse and evaluate appropriate data and information arising from monitoring and measurement. The results of analysis shall be used to evaluate:
  - a. conformity of products and services;

- b. the degree of stakeholder satisfaction;
- c. the performance and effectiveness of the community-based correctional services 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 community-based correctional services management system.

NOTE 1 methods to analyse data can include statistical techniques.

NOTE 2 the public should be provided appropriate information to judge the effectiveness of community-based correctional services.

## **9.5 Audit**

### **9.5.1 Internal audit**

Institutional leadership shall conduct internal audits at planned intervals to provide information on whether the correctional services management system:

- a. conforms to:
  - I. the institution's own requirements for its correctional service management system,
  - II. the requirements of this National Standard; and
- b. is effectively implemented and maintained.

9.5.1.1 The institution 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 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; and
- f. retain documented information as evidence of the implementation of the audit programme and the audit results.

NOTE see ISO 19011 for guidance.

## **9.5.2 External audit and review**

9.5.2.1 The institution shall subject itself to external audits and reviews that are planned and executed by relevant, competent, and authorised bodies.

9.5.2.2 Institutional leadership shall assess, and review findings of these competent and authorised bodies with a view to addressing the root causes of any non-conformities and taking effective action in addressing any negative findings. These findings shall form part of the inputs into the management system reviews.

9.5.2.3 Improvement plans and actions shall be reviewed for implementation and effectiveness.

## **9.6 Management review**

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

### **9.6.1 Management review inputs**

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

- a. the status of actions from previous management and external reviews;
- b. changes in external and internal issues that are relevant to the community-based correctional service management system;
- c. information on the performance and effectiveness of the community-based correctional service management system, including trends in:
  - I. customer 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. 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 6.1);
- f. opportunities for improvement.

### **9.6.2 Management review outputs**

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

- a. opportunities for improvement;

- b. any need for changes to the community-based correctional service management system; and
- c. resource needs.

9.6.2.2 The institution shall retain documented information as evidence of the results of management reviews.

## **10 Improvement**

### **10.1 General**

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

- a. improving products and services to meet requirements as well as to address future needs and expectations ;
- b. correcting, preventing, or reducing undesired effects; and
- c. improving the performance and effectiveness of the community-based correctional service management system.

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

### **10.2 Nonconformity and corrective action**

10.2.1 When a nonconformity occurs, including any arising from incidents, breeches, accidents or 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 community-based correctional service management system, if necessary.

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

- 10.2.3 The 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.

### **10.3 Continual improvement**

10.3.1 Institutional leadership shall continually improve the suitability, adequacy, and effectiveness of the community-based correctional service management system.

10.3.2 The institution shall consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs or opportunities that shall be addressed as part of continual improvement.

DRAFT JAMAICAN STAIR

**END OF DOCUMENT**

## **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.