



TRAINING POLICY

and

CURRICULUM

TRAINING POLICY STATEMENT

Introduction - GSIN is committed to achieving our Mission and Vision, as set out in the Strategic Plan 2011-15. In order to do so, we will need to change and modernise our prisons. We know that it is the people working in these prisons that are key to delivering the desired changes. We intend to give out staff the tools to implement the changes by providing them with comprehensive and accessible training. This Policy Statement is an important milestone in strengthening and developing the training framework for GSIN staff, as it sets out the principles that will underpin our approach to training. The Statement is also intended to provide direction for the staff of the GSIN Training Institute.

Purpose and aims of GSIN Training - The training that will be provided for GSIN staff is intended to have a direct impact on the operational performance of our prisons. It is important, therefore, that the knowledge gained during training sessions is transferred to the workplace. Staff are expected to apply the training that they receive.

Training Curriculum - The Training Curriculum will consist of awareness training and operational training and will be based on a Training Needs Assessment undertaken by the GSIN Training Institute. The curriculum will be distributed to prison Directors and headquarters staff to enable them to discuss training needs with staff. The curriculum will be reviewed periodically and an updated version distributed.

Training for New GSIN Staff - Prior to working in a prison new recruits, and staff transferring to GSIN, will undertake a period of GSIN-specific training, lasting [40 days – 8 weeks], which will equip them with the knowledge and skills necessary to work in the special environment of the prison.

Training for Existing GSIN Staff - GSIN will provide 'in-service' training for its current staff. The aim is to provide each member of GSIN staff with [5] days of training each year. This will enable staff to achieve continuous improvement and thereby promote increased professionalism and improved performance. Where members of staff are exercising a specialist function, GSIN will provide the opportunity for those staff to undertake training designed to facilitate their adjustment to the particular specialist function. Each member of staff is encouraged to discuss their training needs with their manager and to agree on a personal development plan.

Training Plan - Each year the GSIN Training Institute will produce an annual Training Plan. The Plan will be based on the training priorities for the year and agreed upon with the Director General of GSIN. The Plan will set out: what training will be delivered during the calendar year (which training modules and how many times each module will be delivered); when it will be delivered; where it will be delivered; who the trainers will be; and how many participants will take part in the training.

Training Institute - GSIN will continue to support and further develop the prison staff training Institute which will be responsible for all aspects of GSIN training [and research]. The Institute will take the lead on: consulting with stakeholders; building strategic alliances with national academies and international prison staff training institutes; undertaking periodic Training Needs Analysis;

further development of the training curriculum; developing organisational procedures; setting up the training plans; monitoring and evaluation of the training modules; securing sufficient quantity and quality of trainers; planning, organisation and delivery of the training modules; and [providing GSIN with research output].

Trainers - GSIN will provide specialist training – Training of Trainers - to a number of staff so that they can deliver training. The aim will be to maintain a minimum cadre of at least 20 trained trainers at any given time. In addition, there will be a core of full time training specialists based at the institute.

Training methodology – A range of pedagogical techniques will be used to deliver the training, as adult learners have different learning styles and approaches. The approaches will include: lectures; presentations; facilitated discussion; interactive Socratic dialogue; group work; private study; experiential learning through practice; and testing.

Training Monitoring and Evaluation - Systematic monitoring and evaluation of training courses will be carried out by the Training Institute in order to measure the effectiveness of training, both in terms of what is learned as well as the way any knowledge gained is put into practice at the place of work. Such evaluations will lead to any necessary adaptations either to training curriculum or the conditions for applying the results of training.

Resources to deliver training - GSIN will make available the necessary resources to enable the training set out in the annual Training Plan to be delivered. GSIN will work closely with national and international organisations to support the development and delivery of the training.



TRAINING CURRICULUM

2011-2015

INTRODUCTION

This Training Curriculum sets out the training courses that GSIN intends to deliver during 2011 to 2015. Some of the training material has already been developed. Other training material will be developed over the coming years. To support the delivery of the curriculum, GSIN will work closely with international organisations and supporting agencies to develop the training material. The curriculum specifies the type of training to be delivered, the duration of the training and the target group of staff that will be trained. The curriculum is divided into 5 parts:

PART 1 - Initial 'pre-service' Training: This training is intended for new recruits to GSIN. These new recruits will complete the prison staff entry level training course lasting [40 days - 8 weeks].

PART 2 – Leadership and Management Training: This training is for supervisory and management staff either in prisons or at prison headquarters. It provides the knowledge and skills to enable them to successfully fulfil their leadership role and to undertake managerial duties.

PART 3 - Specialist Training: This training is intended for existing GSIN staff that have a specialist role. This specialism can either be because of a function that their duties require them to undertake or can be because of the type of prisoner that they work with.

PART 4 - Training on new policies and refresher training: This training is intended for existing GSIN staff. It is training that is needed because a new policy is being introduced and staff need to be aware of it or because staff need to be trained to deliver the new policy. This training element also includes general refresher training for existing staff.

PART 5 - Training for external professionals: This training is intended for external professional who are working in prison for the first time and who require basic induction training on prison policies and processes (such as security and avoiding manipulation and conditioning by prisoners).

The detail of what training courses will be delivered, how many courses will be delivered, and when those courses will be delivered, will be set out in the Annual Training Plan.

The training will be delivered in the context of a rolling programme. The number of each type of course to be delivered each year will be depend on training priorities and training needs identified by the GSIN Training Institute and set out in the GSIN Annual Training plan.



Part 1

TRAINING CURRICULUM

FOR

NEW PRISON STAFF

(Pre-Service training)

PART 1 - INITIAL 'PRE-SERVICE' TRAINING (new staff to GSIN)

Total length of training: 40 days (8 weeks – 280 hours)

Number of participants: [15] per group. A number of groups can be run in parallel.

Subject Number	Subject name	Subject Description	Subject length (days)
Purpose of Prisons and Legal Framework			
1	<i>Function of Criminal Justice and Prison Systems</i>	The first session will look at the role of the Criminal Justice System and the part played in it by the prison system. A detailed consideration of the mission, vision, and purpose of Prison System will follow.	0.5
2	<i>Legal Framework</i>	The session gives participants an overview of the Legal Framework for the prison system (Law, Regulations, and Standing Orders).	1
Professional Prison Staff			
3	<i>Role, duties and authority of prison staff</i>	This session will explore the work of modern prison staff. It will consider how the role has changed over the years and what the typical roles of prison staff are today. A typology of prison staff will be outlined and the core characteristics of a 'model' prison staff will be identified. The task and skills needed to be effective in the role will be outlined.	1

Subject Number	Subject name	Subject Description	Subject length (days)
4	<i>Ethics, professional standards and behaviour</i>	Prison staff, on and off duty, should exemplify the highest ethical and modern standards to: promote professionalism; gain public support for the profession; earn the respect and confidence of peers; and maintain a sense of self-worth and pride. This session will consider the professional conduct and ethical framework in which prison staff operate. It will explore the key elements of the ethical code and discuss how prison staff should deal with unethical situations, fraud and corruption.	0.5
5	<i>Diversity and equality</i>	The session will emphasise that staff and prisoners shall be treated without discrimination on any ground such as sex, race, colour, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status. It will consider what is meant by 'Institutional discrimination' and ensure that staff are aware that they must behave in an appropriate and professional manner to each other and to prisoners. This includes ensuring that their attitudes and behaviour do not demonstrate prejudice, ignorance, thoughtlessness, and stereotyping which may disadvantage other people. It will also cover the prevention of harassment and bullying between staff.	0.5
6	<i>Personal Stress Management</i>	The aim of this session is to provide staff with coping strategies when dealing with work related stress. The session will cover: definition of stress; general causes of stress in life; internal demands; external demands; positive pressure; primary stress; secondary stress; effects of prolonged stress; resources available to deal with stressful situations; positive coping strategies; symptoms of Post Trauma Stress; and support networks.	0.5
Human Rights in the prison context			
7	<i>Ensuring Prisoners Human Rights in prisons</i>	The session is intended to familiarise prison staff with the principles of human rights and to establish an understanding of the importance of protecting and respecting these rights in prisons. The training session is based on international standards and norms and particularly the UN Standard Minimum Rules for the Treatment of prisoners.	2

Subject Number	Subject name	Subject Description	Subject length (days)
Ensuring Safety, Security and Order in prisons			
8	<i>Safe Prisons</i>	Ensuring that prisons are a safe environment is a key role of prison staff. This session will focus on keeping prisoners safe and provide tools and techniques for suicide prevention, reducing self-harm and anti-bullying. Learning to recognise the signals of suicidal behaviour and/or self-harm and how to handle these effectively is an important management tool in reducing the occurrence of suicide in prisons. After completion of this module the course participants should be able to: recognise the signals of self-destructive behaviour (such as self-harm, severe depression, etc.); effectively call for specialist assistance; provide basic assistance to prisoners who show signs of self-destructive behaviour; relate professionally to colleagues and prisoners after the occurrence of self-destructive behaviour.	2
9	<i>Security</i>	Security is a broad description of all measures and facilities that are (or can be) used within the prison to ensure that a prisoner remains within the prison and that life within the prison is safe and secure. The security module consists of practical and theoretical activities. After completion of the module the course participant will possess the practical skills and be able to integrate these into their work, including: Understanding of physical, procedural and dynamic security; Key security; opening and locking up; rub down (clothing) searches; full body searches; and cell and area searching.	4
10	<i>Conflict Prevention and Management</i>	The effective handling of verbally and physically aggressive prisoners is one of the most demanding aspects of working in a prison. It is an area where good interaction and communication skills are required. The majority of situations, where there is a potential for violence, can be handled and diffused. This session will help staff understand why some prisoners become aggressive and teach them a number of de-escalation techniques.	1

Subject Number	Subject name	Subject Description	Subject length (days)
11	<i>Self-defence and restraint of prisoners</i>	Physical abilities are necessary to, on the one hand, defend oneself and on the other to be able to put a stop to intolerable behaviour and bring a prisoner control. Participants will be provided with both theoretical and practical training related to the various techniques involved, how to make use of the means of defence available in the institution, and on the creation and/or maintenance of a good physical condition. This module is strongly linked to the module on communication skills, as physical and non-physical skills strongly reinforce each other. After completion of the module participants should be able to: apply basic self-defence techniques; apply control techniques to the head and legs such that s/he can subdue an opponent; apply control holds by which s/he is able to carry someone over a short distance; use means of defence available in the institution in a responsible manner; and practise controlling, removing and isolating individuals who are resisting.	3
12	<i>Firearms and Weapons</i>	This session provides instruction on when firearms and other weapons (such as chemical agents) can be deployed and how they should be used. Participants will also receive practical training.	3
13	<i>Discipline and Punishment</i>	Prisons operate under a set of laws, rules and regulations. Prisoners can only be disciplined for a violation of these specific laws, rule and regulations. This session helps staff to understand the Rules, ways of dealing with a breach of the Rules, considers the disciplinary processes; and looks at the various forms of punishment. There will be a particular focus on: informal advice to the prisoner to keep to the Rules; formal disciplinary process by the prison administration internally; and where the breach is also a crime under law, by the formal sanction of normal criminal prosecution. Subjects will include: conduct constituting disciplinary offence; types and duration of punishment which may be inflicted; and the competent authority to impose such punishments.	1
14	<i>Preventing conditioning and manipulation</i>	Some prisoners will try to take power and control from staff. They will attempt to do this in a variety of ways, some more subtle than others – including: Manipulation, Conditioning; Misdirection; Exploitation; and Intimidation. This session will assist staff to understand how and why prisoners seek to do this to staff. Participants will be taught a number of techniques to countering these threats and how they can impact on their work.	1

Subject Number	Subject name	Subject Description	Subject length (days)
15	<i>Contingency plans and emergency procedures</i>	This session will deal with staff action in preparing for, and responding to, prison emergencies such as: escape attempts; riots; hostage incidents; passive demonstrations; suicides; fires; natural emergencies (floods, severe storms, earthquakes etc.); external threats. The first part of the course focuses on contingency planning, with particular emphasis on the development of emergency plans. The second part looks at the response of staff to those emergencies and explores the key concepts of 'Contain, Plan, Act'. The third part will look at the actions needed by the first member of staff on the scene of an incident.	1
Prison Skills Training			
16	<i>Supervising prisoners</i>	The observation, supervision and monitoring of prisoners is a key element of the work of prison staff. This session will teach participants effective observation skills; how best to supervise prisoners; and methods for accounting for and monitoring prisoners. It will also look at the specific situations when supervising is particularly important including: prisoner movement; meal times; workshops; and recreation.	1
17	<i>Radio and telephone communications</i>	This session provides an introduction to radio and telephone procedures used in the prison system. Participants will learn how to: check that their radio is set up and working properly; demonstrate the correct use of the Phonetic Alphabet and Standard Expressions; demonstrate security, accuracy and discipline when using the radio and telephones.	0.5
18	<i>Specialist duties</i>	During the course of their work, prison staff may need to undertake specialist duties. This session looks in brief at various areas of the prison and outlines the duties staff may need to undertake in: Reception and admission; segregation (isolation) cells; visits; perimeter supervision; censoring correspondence; monitoring telephone calls; and gate or entrance.	2

Subject Number	Subject name	Subject Description	Subject length (days)
19	<i>Risk assessment and Sentence planning</i>	This session provides training for staff in assessing individual prisoners and to predict the likelihood of the risk of serious harm prisoners pose to themselves and others. It also covers supervision and sentence planning that is designed to match the risks and identified needs, reduce re-offending and the likelihood of further serious harm occurring.	1
20	<i>Elementary first aid</i>	In their work, prison staff may be confronted with medical emergencies and/or injuries resulting from accidents or violence. It is therefore important that they should be able to provide first aid and life-saving assistance. In this session participant learn the most important techniques of emergency first aid. After completion of the module, the course participant should be able to: determine whether a first aid box is complete and up to standard; correctly 'pressure close' human arteries; if necessary stem serious arterial bleeding; identify the degree of consciousness of a victim; identify the cause of unconsciousness; provide first aid to an unconscious victim; identify broken bones; know when someone needs mouth-to-mouth resuscitation; liaise effectively with relevant medical institutions.	1
Understanding Prisons and prisoners			
21	<i>Health in Prison - Infectious diseases</i>	The infectious diseases session informs the course participants of the most common infectious diseases that occur in prisons and their manner of transmission. After completion of the module the course participants should be able to: undertake their work in a responsible and safe manner; answer simple questions from prisoners on the subject of infectious diseases; indicate what measures should be taken against infection by Hepatitis B, AIDS and TB.	0.5
22	<i>Understanding Prisoners</i>	Prison staffs require a basic understanding of criminology, why people commit crime, and elements of criminal psychology in order to be effective in their jobs. This session provides an overview of those subjects.	1

Subject Number	Subject name	Subject Description	Subject length (days)
23	<i>Preventing extremism and Radicalisation</i>	The purpose of this session is to raise prison staff awareness of violent extremism and radicalisation. The content will cover: understanding what 'extremism' means within the prison environment; explore the intelligence infrastructures and how risks are identified and managed; explore sources of existing information and specialist areas of support and how this relates to broader counter-terrorism strategies; and understand the risks to the prison system and be aware of the strategy for managing them, and understand the risks of stereotyping or overreacting to the threat.	0.5
24	<i>Drug and alcohol awareness</i>	Working with drug-dependent prisoners puts heavy demands on prison staff. Of particular importance is the way in which prison staff should handle someone who is drug/alcohol-dependent or under the influence of drugs/alcohol. After completion of this session participants will be able to: understand the theory of drug/alcohol-dependency; recognize various products and their use by prisoners; recognize behaviour related to drug-use; point to assistance that can be provided inside and outside of prison.	0.5
25	<i>Psychologically disturbed behaviour</i>	Prison staff will be confronted with prisoners with various psychological disorders during their work. This session gives an outline of the characteristics, causes and types of disturbed behaviour. Practical guidelines will be given to deal with psychologically disturbed prisoners. Course participants will be taught to: understand the main classification of psychological disorders; effectively deal with detainees who have psychological disorders; describe how people with disorders must be supervised when endangering themselves or others.	0.5
26	<i>Special needs and vulnerable groups</i>	Prison staff should be able to observe the special needs of certain groups of prisoners. In this session participants are provided with the basic knowledge of these groups. Not only will they be made to examine their own attitude towards these groups, but also to recognize situations or behaviour that requires specialists to intervene. Groups considered include: women; juveniles; lifers; minorities (ethnic, racial, foreign prisoners, LGBT prisoners, low category prisoners); disabled; older prisoners; and terminally ill prisoners.	3

Subject Number	Subject name	Subject Description	Subject length (days)
27	<i>Victim Awareness</i>	Prisoners often seek to abuse other prisoners both physically and sexually. This session gives staff an awareness of the issues and how to identify prisoners who have been physically or sexually assaulted and an awareness of what it is like to be a victim in such circumstances.	0.5
General Skills Training			
28	<i>Communications and interpersonal skills</i>	As the work of prison staff primarily consists of handling people, s/he must be able to effectively observe, guide and talk to inmates in varied and sometimes difficult situations. The most important tools available to the prison officer in these circumstances are his/her communications and social skills. This module upgrades the communications skills of participants, allowing them to investigate and practice the effects of their style of communications on others. After completion of the module, course participants should be able to: understand the key concepts in communications; effectively interview prisoners; differentiate various sorts of question, understand the effects of summarising, and apply the rules of feedback; recognise and name behaviour that raises conflict and/or aggression in the communication between prison staff and prisoners; effectively react to challenging behaviour of prisoners (e.g. confrontation, aggression, non-compliance), including de-escalation techniques;	2
29	<i>Report writing, interviewing and Intelligence gathering</i>	Observing as well as following-up and reporting on the behaviour of prisoners is an important part of the work that prison staff undertake. This session will focus on how s/he should watch and observe, and how s/he must process his or her findings in reports – intelligence gathering. Participants will also learn how to write disciplinary and criminal reports. After completion of this module, course participants will be able, to: prepare an objective and unequivocal behavioural report which contains sufficient information.	1
30	<i>Working in a multi-disciplinary team</i>	Prison staff need to be able to co-operate efficiently and effectively in multi-disciplinary teams. This module focuses on how prison officers can liaise and coordinate their work properly with other involved professionals (e.g. medical staff, psychologists, social workers).	0.5

Subject Number	Subject name	Subject Description	Subject length (days)
31	<i>Record and File Keeping</i>	This session will train staff to how to make appropriate prison records and to maintain prisoner files.	0.5
32	<i>IT Fundamentals</i>	This session will train staff how to use modern IT systems that exist within prisons	1
Testing and Evaluation			
33	<i>Written tests</i>	Participants will be asked to complete a number of written tests during the training course in order to test their knowledge and understanding of the subjects covered in the course.	1



Part 2

TRAINING CURRICULUM

for

LEADERSHIP AND

MANAGEMENT TRAINING

PART 2 – LEADERSHIP AND MANAGEMENT TRAINING (For Senior Staff and Other Staff on Promotion)

Course Number	Module name	Supporting Body or Material	Module Description	Module length (days)	Target Group	Maximum Staff per session	Total staff to be trained
2.1	<i>Prisons Leadership</i>	Module 3 (UNODC/EU) UNODC Handbook for Prison Leaders	The aim of the module is to explore and understand practical ways in which prison leaders can more effectively implement international standards and norms in the institutions for which they are responsible. Through the training, prison directors are challenged to identify the reforms that they must contemplate in order to bring their institutions into compliance with international standards. They will be given new knowledge, skills and tools. With these new tools, prison leaders will be able to identify practical ways to approach the prison management problems they face. It will also focus on managing the relationships, dynamic, atmosphere and ethos of the prison. The course will also provide general management training on subjects such as finance and personnel. At the end of the course participants will understand how to deliver effective, fair and just prisons.	5	Prison Directors and Deputy Directors (majors, captains)	20	?

Course Number	Module name	Supporting Body or Material	Module Description	Module length (days)	Target Group	Maximum Staff per session	Total staff to be trained
2.2	<i>Managing Prison Staff</i>	To be developed at a later date	The aim of this module is to prepare middle managers for their new role and to enable them to: motivate and develop the people who work for them; foster effective communication; and developing a sense of corporate identity. The module will cover: planning, control and review (operational processes concerned with ensuring that activities meet the prison's requirements; quality management (processes necessary for the successful introduction, maintenance and improvement of quality control, quality assurance and quality activities); managing resources; personal and professional development; developing and managing teams; improving team performance; managing information efficiently.	5	All newly appointed middle managers (lieutenants, captains)	15	?
2.3	<i>Supervising Prison Staff</i>	To be developed at a later date	The aim of this module is to enable new supervisors (first time line managers) to develop the skills to become effective and efficient managers. The module will focus on: managing information and communicating results; planning and managing change; managing quality service; using and controlling resources (people and financial); developing yourself as a supervisor; selection and development of staff; planning and supervising work; and improving the performance of your team.	5	All newly promoted supervisors (corporals, sergeants)	15	?

Course Number	Module name	Supporting Body or Material	Module Description	Module length (days)	Target Group	Maximum Staff per session	Total staff to be trained
2.4	<i>Strategic Planning in the Prison Service</i>	Module 2 (UNODC/EU)	Strategic planning is a process that allows organisations to define how it will develop, improve and meet the needs of the future. Strategic planning is a complex and on-going process of organizational change that can deliver a number of benefits. Participants will gain a thorough understanding of the purpose of strategic planning and receive the tools necessary to develop and refresh a strategic plan, at both national level and at prison level.	5	Senior staff from prisons and Headquarters	15	?
2.5	<i>Managing Prison Industries, farms and vocational training</i>	Module 5 (UNODC/EU)	Following the establishment of a policy and strategy for developing prison industries, prison farms and businesses, and other income generating activities, this module provides an intensive training program on running such enterprises, establishing constructive links with outside organisations, including potential buyers, NGOs, private companies, state structures and business management. This module also provides the theoretical and practical framework for managing vocational training programmes.	5	Prison managers, Heads of brigades, GSIN senior staff and staff responsible for managing prison finance	20	75

Course Number	Module name	Supporting Body or Material	Module Description	Module length (days)	Target Group	Maximum Staff per session	Total staff to be trained
2.6	<i>Preparing for and Managing prison emergencies</i>	To be developed at a later date	The module is intended for staff who have responsibility for preparing for, and managing, prison emergencies such as: escape attempts; riots; hostage incidents; passive demonstrations; suicides; fires; natural emergencies (floods, severe storms, earthquakes etc); external threats. The first part of the course focuses on contingency planning, with particular emphasis on the development of emergency plans. The second part looks at the management of those emergencies and explores the key concepts of 'contain, plan, act'.	3	Senior staff from prisons	12	?
2.7	<i>Managing Prison Security and Intelligence</i>	To be developed at a later date	This module is intended for staff that have responsibility for managing security and security systems. It looks at: shifting paradigms of prison security; the concept of 'seamless security'; balancing physical, procedural and dynamic security; identification of security-related issues; and security intelligence systems and information flows.	3	Security managers	12	?
2.8	<i>Managing the Recruitment and Selection of staff</i>	To be developed at a later date	The recruitment of new prison staff and the promotion of existing staff are key roles for prison managers if they are going to have staff that are able to perform effectively. This module guides senior staff through the development of person specifications, modern role and job descriptions, and methods and techniques for selecting staff (such as interviews, testing, and scenario assessment).	2	Senior staff who are responsible for the recruitment, selection and promotion of staff	12	?



Part 3

TRAINING CURRICULUM

for

SPECIALIST STAFF

TRAINING

PART 3 – SPECIALIST ‘IN-SERVICE’ TRAINING (Current GSIN Staff Who Have A Specialist Role)

Course Number	Module name	Supporting Body or material	Module Description	Module length (days)	Target Group	Staff per session	Total staff to be trained
3.1	<i>Training of Trainers</i>	Module 7 (UNODC/EU)	This module provides carefully selected staff with the knowledge and tools to become trainers. The course will include: training theory, facilitation and presentation skills; practice in delivering the content of modules within the training manual.	10	Staff who are to become trainers (20)	20	12
3.2	<i>Working with Women Prisoners</i>	Module 10 (UNODC/EU) UNODC Handbook on Women in Prison	Specialist module for staff who work with women prisoners. The module is based on the UN Standard Minimum Rules for treatment of women Prisoners (2010) and international good practice.	3	Staff working with female prisoners	15	?
3.3	<i>Working with Juvenile Prisoners</i>	Module11 (UNODC/EU)	Specialist module for staff who work with juvenile prisoners. The module is based on the UN Rules for the Protection of Juveniles Deprived of their Liberty (1990) and international good practice.	3	Staff working with juvenile prisoners	15	?

Course Number	Module name	Supporting Body or material	Module Description	Module length (days)	Target Group	Staff per session	Total staff to be trained
3.4	<i>Working with Life Sentence Prisoners</i>	Module 9 (UNODC/EU)	Specialist module for staff who work with life sentence prisoners. The training course will cover: international standards and practice; potential damaging effects; meeting the basic needs of lifers; sentence planning; risks and needs assessment; security and safety in prison; constructive activities for lifers; and managing reintegration.	3	Staff working with Life-sentence prisoners	15	?
3.5	<i>Working with Prisoners with Special Needs</i>	Module 8 (UNODC/EU) UNODC Handbook on Prisoners with special Needs	This module focuses on staff who work with prisoners with special needs. It does not cover working with women, juveniles and lifers as these are covered in other modules. This modules looks specifically at: minorities (ethnic, racial, foreign, LGBT, low category); disabled; older; terminally ill; mentally ill and drug dependent prisoners.	3	All staff	20	?
3.6	<i>Risk and Needs Assessment of Prisoners (including sentence planning)</i>	Module 14 (UNODC/EU)	This module provides training for staff in assessing individual prisoners and to predict the likelihood of reconviction, as well as identifying the risk of serious harm prisoners pose to themselves and others. It also covers supervision and sentence planning that is designed to match the risks and identified needs, reduce re-offending and the likelihood of further serious harm occurring.	2	Staff responsible for risk and needs assessment	15	?

Course Number	Module name	Supporting Body or material	Module Description	Module length (days)	Target Group	Staff per session	Total staff to be trained
3.7	<i>Delivering Offending Behaviour Treatment Programmes (OBPT)</i>	Module 16 (UNODC/EU)	Specialist module to train GSIN staff on running programmes for prisoners which addresses their offending behaviour. This introductory module will give staff an overview of the history and development of OBTPs. It will explore OBTP concepts, theory and practice. Staff will be provided with the cognitive-behavioural tools to do initial work with prisoners on anger management, violence reduction, sexual offending and drug and alcohol abuse.	5	Staff with a background in psycho-social skills	12	?
3.8	<i>Prison Healthcare Services</i>	GSIN World Health Organisation - Guide to the essentials in prison health	This specialist module is intended for specialist Healthcare staff. It will cover: standards in prison health; role of health care staff; the prisoner as patient; food refusal; suicide and self-harm; protecting and promoting health in prisons; primary health care in prisons; prison-specific ethical and clinical problems; communicable diseases; HIV infection and human rights in prisons; Tuberculosis control in prisons; drug use and drug services in prison; mental health in prison; dental health in prison; specialist health requirements for women and juveniles in prisons; promoting health and managing stress among prison staff.	10	All prison healthcare and medical staff	15	?

Course Number	Module name	Supporting Body or material	Module Description	Module length (days)	Target Group	Staff per session	Total staff to be trained
3.9	<i>Prison Finance</i>	GSIN	This module is intended to provide specialist finance staff with the necessary training to enable them to manage finance in accordance with laid down policies and procedures. It will cover: accounting reform; accounting practice and reporting standards; accounting systems; chart of accounts; accounting of transactions; and testing accounting systems and fraud prevention.	5	Prison finance staff	15	?
3.10	<i>Prisoner File Management</i>	Module 6 (UNODC/EU) UNODC Handbook on Prisoner File Management	The presence of complete, accurate and accessible prisoner files is not only a prerequisite for effective prison management and strategic planning, it is also an essential tool for ensuring the human rights of prisoners are respected and upheld. This module considers the different types of files necessary in prison and how to create, maintain and manage those files.	3	Prison staff Responsible for the production and maintenance of prisoner files	15	?



Part 4

TRAINING CURRICULUM

for

NEW POLICIES AND REFRESHER

TRAINING

PART 4 – TRAINING ON NEW POLICIES AND REFRESHER TRAINING (All Current GSIN Staff)

Course Number	Module name	Supporting Body or Material	Module Description	Module length (days)	Target Group	Staff per session	Total staff to be trained
4.1	<i>Ensuring Human Rights in Prisons</i>	Module 1 (UNODC/EU)	Introductory module to familiarise prison staff with the principles of human rights and to establish an understanding of the importance of protecting and respecting these rights in prisons. The training course is based on international standards and norms and particularly the UN Standard Minimum Rules for the Treatment of prisoners. It will cover: basic human rights; physical conditions; admission; sentence planning; release; constructive activities; order and discipline; security; healthcare; contact with the outside world; complaints; grievances and requests; special categories of prisoners; prison staff and administration.	5	All staff	25	?
4.2	<i>Working in Prisons</i>	Module 12 (UNODC/EU)	A core module to give prison staff an understanding of the key elements of criminology, why people commit crime, elements of criminal psychology, role and duties of modern prison staff, and professional conduct and ethics that underpin their work. The module also covers key aspects of the work of prison staff including: security awareness; conflict management; avoiding manipulation and conditioning by prisoners; observing and supervising prisoners; dealing with incidents; discipline and disciplinary procedures.	5	All staff	25	?

Course Number	Module name	Supporting Body or Material	Module Description	Module length (days)	Target Group	Staff per session	Total staff to be trained
4.3	<i>Conflict Prevention and Management</i>	Module 13 (UNODC/EU)	The effective handling of verbally and physically aggressive prisoners is one of the most demanding aspects of working in a prison. It is an area where good interaction and communication skills are required. The majority of situations, where there is a potential for violence, can be handled and diffused. This session will help staff understand why some prisoners become aggressive and teach them a number of de-escalation techniques.	3	All staff working directly with prisoners	15	?
4.4	<i>Preventing Radicalisation and Religious Extremism</i>	GSIN	The purpose of this module is to raise prison staff awareness of violent extremism and radicalisation. The content will cover: understanding what 'extremism' means within the prison environment; exploring the intelligence infrastructures and how risks are identified and managed; considering sources of existing information and specialist areas of support and how this relates to broader counter- terrorism strategies; and reviewing the risks to the prison system and strategies for managing them; and understanding the risks of stereotyping or overreacting to the threat.	1	All staff working directly with prisoners	15	?
4.5	<i>Preventing Conditioning and Manipulation</i>	Module 15 (UNODC/EU)	Some prisoners will try to take power and control from staff. They will attempt to do this in a variety of ways, some more subtle than others – including: Manipulation, Conditioning; Misdirection; Exploitation; and Intimidation. This module will assist staff to understand how and why prisoners seek to do this to staff. Participants will be taught a number of techniques to countering these threats and how they can impact on their work.	2	All staff working directly with prisoners	15	?



Part 5

TRAINING CURRICULUM

for

EXTERNAL PROFESSIONALS

PART 5 – TRAINING FOR EXTERNAL PROFESSIONALS

Course Number	Module name	Supporting Body or Material	Module Description	Module length (days)	Target Group	Staff per session	Total staff to be trained
5.1	<i>Prison orientation training for External Specialists</i>	Module 17 (UNODC/EU)	An induction module for external specialists (such as doctors, religious representatives, teachers, social workers) who have not worked in prisons before. It will familiarize them with the challenges and demands of working in a prison environment. The module will cover: security; responding to incidents; conditioning and manipulation; communication; ethics and personal safety.	1	External specialists	12	?
5.2	<i>Monitoring prisons</i>	Module 4 (UNODC/EU)	This module provides training on how to monitor and assess conditions in prisons. The course will focus on: international and national standards; the inspection process; preparing for an inspection; general principles of conduct during an inspection; inspection checklists; reporting on inspections.	2	External prison monitors and inspectors	12	?