

# TOWARDS AN EFFECTIVE AND INNOVATIVE CORRECTIONAL SYSTEM



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# Foreword

**“This is a new era and we are lining ourselves for the challenges. A successful mission depends on eliminating surprises. Knowing where the threat is, is the key to success.”**

The 2008 Corporate Plan reflects the five components of the Fiji Prisons and Corrections Service Strategic Plan 2005 to 2009 in more detail. The document explains our targets, objectives, roles, responsibilities and standards to be achieved at the various levels.

The organization managed to carry out its functions well during the past two years despite the limited resources. This year will be equally challenging. We will not be able to do everything we want therefore we must work within our budget by identifying our priorities and directing our resources accordingly. So far we have done well but there is no room for complacency.

The community remains a key partner in our work therefore, our strategy and plans are designed to ensure that we actively contribute to the community and the wider criminal justice system. We have become increasingly aware of the roles that we play, of which we find the need to engage and portray a positive and outward looking approach to our partners.

The new legislation requires us to come up with new, innovative and effective programmes to ensure that the offenders change, do not re-offend nor return to prison. The key to our success will depend a lot on us the custodians, our approach, attitude and commitment to affect real change. Effective rehabilitation will lead to the successful re-integration of an offender into the community.

The task ahead of us is difficult, challenging but achievable. I am determined that we should continue to align our plans based on a realistic analysis of obstacles we face and be open and transparent about the difficult problems we must overcome.

I hope that this document will set the agenda and the pace for the key changes that we must undertake in order to achieve my intent for 2008. Division Commanders must ensure that this information is disseminated and understood by everyone under their command.

With your effort and Gods guidance I envisage another successful year and therefore I urge everyone to be passionate, sincere and honest with your work.

(I Naivalurua)

**Commissioner of Prisons & Corrections Service.**

## **Our Statement of Purpose**

The Fiji Prisons and Correctional serves the Public by keeping in custody those committed by Courts.

Our duty is to save lives by looking after them with humanity and help them lead law abiding and useful lives in custody and after release.

## **Our Vision**

As a key partner in the justice sector, the Fiji Prisons & Corrections Service contributes to community safety, security and life saving.

To work towards this vision by securing the following key objectives.

## **Objectives**

To protect the public by:

- Holding prisoners securely; and
- Reducing the risk of prisoners re-offending

To provide safe and well-ordered establishments in which we treat offenders humanely, decently and lawfully: and

In securing these objectives we adhered to the following principles.

## **Principles**

In carrying out our work we:

- Work in close partnership with others in the Criminal Justice System to achieve common objectives:
- Obtain best value from the resources available using research to ensure we offer the best correctional practice:
- Promote diversity, equality of opportunity and combat unlawful discrimination: and
- Ensure our staffs have the right leadership, organization support and preparation to carry out their work effectively.
- Ensure that an environment of conscience is obtained at all times.

## **Population**

The Service has no control over the number and type of offenders sentenced by the courts but it is duty bound to ensure that offenders are treated in accordance with international standard and practices.

Population planning or allocation is the responsibility of the Central Allocation Board. Changes in the Prison and Corrections population however present major challenges for the Prisons and Corrections Service in terms of maintaining regime and resettlement

activity and meeting output targets. Significant surges in the Prisons and Corrections population can lead to real difficulties in matching prisoners to the most appropriate accommodation and this can have an impact on efforts in implementing offender's management techniques.

## **Prisons Capacity**

The current substandard facilities are inadequate to cater for the offenders. However, since starting our infrastructure development program in 2003, we have upgraded a number of our Prisons facilities to the acceptable standard, which is more conducive to the rehabilitation of offenders.

## **Budget**

Adequate budgetary allocation is vital in achieving the five components of the Fiji Prisons Strategic Plan.

By way of comparison, the table below shows the Fiji Prisons and Corrections Service budgetary allocation for 2007 and 2008.

**Table 1**

<b>Year</b>	<b>Amount</b>
<b>2007</b>	<b>\$13,544,200.00</b>
<b>2008</b>	<b>\$13,700,000.00</b>

In allocating the organization resources to achieve its core functions, the Prisons and Corrections Service Management has had to decide between a numbers of competing priorities and challenges in the delivery of its services.

The Management has recognized the importance of manpower development in terms of training since the efficiency and effectiveness of service delivery will entirely depend on professional human resource.

The Fiji Prisons and Corrections Service intend to improve its manpower development-training program in 2008 in order to ensure efficiency and effectiveness in its service delivery.

Moreover, the Fiji Prisons and Corrections Service's aspires to achieve excellence in its performance and to be compatible both at the regional and the international scene.

## **Main Strategic Priorities**

### **Operating Model**

To assist managers and staffs to be clear on the required approach and style of working, the Fiji Prisons and corrections Service has its own operating model, which help the service to run the institution successfully and optimize performance. It emphasizes the importance of:

- Strong Leadership and line management and maximizing the contribution of staff;

- Identify risk and apply effective risk management;
- Clear principles to be followed in all Prisons and Corrections Policy;
- Clarity about accountability;
- A clear view of the role of Headquarters, Area and function Management; and
- Decentralize decision-making machinery to divisional level.

## **Delivering the Priorities**

All priorities and strategy will be delivered through each year's business plans. The Cooperate plan will be used by Headquarters to drive forward the strategic priorities and will at the same time ensure that there is a good fit between strategy and delivery to enable the service to deliver all its commitments.

## **Priorities**

In the next two years, the Fiji Prisons and Corrections Service will continue to give priority to the following:

- Saving Lives
- Diversity and Equality
- Maintaining Order and Control
- Organizational Effectiveness
- Public Protection
- Reducing Re Offending
- Security.

## **Saving Lives**

Proper humane treatment is crucial in changing offenders behavior which will enhance their rehabilitation process to become law abiding and responsible citizens when discharge.

This includes the provision of proper standard facilities, equipments, diet and care to ensure a well-ordered community life.

## **Diversity and Equality**

The Service in one of its objectives is to develop as a skilled, diverse and well-motivated organization. It will continue to work towards achieving a more diverse workforce and eliminating discrimination in any form from our policies or practices. Work will be driven through a range of equality schemes. Impact Assessments will encompass all diversity strands including race, gender, sexual orientation, age, faith and disability ensuring that our work moves beyond mere compliance with legislation.

## **Ethos and Values**

In 2008, the Service is committed in ensuring that all Leaders practices its ethos and values which includes Spiritual, Family, Health, Physical, Customer focus and Reliability.

As Leaders, all must ensure that they are faithful and reliable whilst work ethics on the other hand; they should be Accountable and Transparent. This will enable them to be:

- More efficient and effective as an institution at Division, Unit, Team and Individual level

- Productive
- Exercise prudent
- Improved welfare/administration of men and women
- Knowledgeable

## **Maintain Discipline and Order**

The maintenance of discipline and order is fundamental to ensuring a well ordered Prisons community. This is achieved through regimental discipline, effective grievances procedure, conscious monitoring and control procedure, privileges and incentives.

## **Organizational Effectiveness**

The Fiji Prisons and Corrections Service is committed to effectively deliver its core business functions that are essential to ensure the safe custody and successful reintegration of offenders back into society.

The provisions of the pending new Prisons and Corrections Act re-emphasize the above commitment which requires relevant funding and resources.

However, despite the limitation in its funding and resource allocation, the Service is determined to achieve its functions by reprioritizing and redirecting resources to its critical areas.

Also by adapting the best practice, the service will ensure that there is a strong focus on business continuity and that our core work of protecting the public, providing care for offenders and providing opportunities for them to develop the necessary skills to lead law abiding lives on release is properly supported and delivered effectively.

The Service has a major change programme in place to improve its organizational effectiveness. We will build on our track record of strong performance management to evidence the contribution we make and demonstrate the value for money and quality service.

## **Public Protection**

The Prisons and Correctional Service contributes to public protection by ensuring that the classification and allocation system operates so as to prevent those who represent a significant risk to the public from escaping and to ensure that offenders are allocated to the appropriate conditions only after careful risk assessments. The overriding purpose of the security classification must be to ensure that offenders are retained in custody with a level of security that is consistent with the need to protect the public.

A safe operation system is based on a thorough risk assessment and sentence planning of offenders to ensure the public is not put at risk. The decision to allow temporary or early release must always be balanced, irrespective of population pressures, by an active consideration of the risk the offenders' presents to the public to ensure that both public safety and public confidence in the system are maintained.

The Prison and Corrections Service's contribution to the proportion of the prison population subject to the parole and lifer review system must always be timely, accurate and provide all relevant information and any recommendation must be based on a realistic assessment of risk.

It is important that the effectiveness of treatment interventions is not over-stated or over-estimated. The most that could reasonably be claimed for any well delivered treatment

programme is a reduction in re-offending and our existing treatment programmes have not been achieving this level of success as on the statistics (records).

The Prisons and Corrections Service has a duty to work with others, including the police, the Probation Service, Health, Social Services, youth offending teams, NGO's etc to ensure that the risk posed by discharged prisoners can be reduced and, wherever possible, managed safely. Our approach is that, wherever legally possible, information must be shared and communicated to enable released prisoners to be managed safely in the community.

## **Reducing Re Offending**

The Prison and Corrections Service will continue to work with the Community, family members, Justice Sector, Police NGO's, Probation Service and other delivery partners across the community to reduce re-offending and contribute positively to the Nation through Skills and Employment.

We will also be looking to improve the consistency of our work across Areas and create better links between national and regional structures.

## **Security**

There has to be a continued emphasis on providing proactive, intelligence-led security, preventing escapes and ensuring that the public are not placed at unnecessary risk as a result of the actions or inactions of the Prison and Corrections Service. The Prison s and Corrections Service will continue to deal with additional pressures relating to increased numbers of white collar and political offenders and suspects held in its institutions and the associated and significant operational and resource implications of this. Plans are being made for accommodating these pressures in future years.

## **Key Issues**

These are aspects of its organization and approach that support delivery and that the Prisons and Corrections Service need to focus on and get right in order for other things to happen as intended. They are summarized below.

### **Maximize Staff Potential**

The contribution and performance of staff is more important than any other factor in turning strategy into reality and providing a successful Prison and Corrections Service. The Service relies absolutely on its staff.

### **Public Relations Policy**

The key feature of the policy is to encourage an emphasis on getting across a clear message about the difficult and complex work the Service does at national area and local level, and does well. The objective is to give the public and those who have a direct influence on its work a real understanding of what the Service does.

### **Internal Communications**

Surveys have shown that our staffs do not always feel that they are communicated with fully and there is research that underlines the negative effect this can have on

performance. The Service needs to change this situation and ensure that communications between Headquarters, managers and staff are good and that effective communication is needed at all levels. Communicating with staff is not a bolt on extra but a key part of doing that work successfully.

## **Stakeholders Relationship**

Increasingly the Service is working in partnership with other organizations and the organization needs to maintain those positive partnerships. Much of the work the Service contributes to the wider criminal justice system relies heavily on good quality partnership working.

## **Information and Communications Technology**

There is an ICT Strategy that focuses on the Database System which was established in this early 2000 to assist in improving the Fiji Prisons and Corrections System. The two different databases were created through the cooperation of both the Information Technology Centre (ITC) and the JICA volunteer to collate full information of both officers and offenders.

Upon the completion of the above, the database will assist the organization in Effective Management of Information as such will assist in proper planning , assessment and evaluation.

## **Finance and Resource Issue**

The Service will ensure, through proper evaluation and assessment the needs for resources that are carefully evidenced and clearly expressed. From 2008, the Budget negotiations will be organized to ensure adequate funding is received to meet targets that support the service in achieving objectives. However successful that process is, the Service must expect to have continued pressure on it to work more efficiently. The Service has a duty to make the best use of taxpayers' money and a far-reaching Organizational Effectiveness Programme is being developed which will help the Service to achieve further improvements in efficiency. The Service will systematically review its major processes, looking to streamline wherever possible and using new technology to beneficial effect.

## **Performance Improvement Strategy**

The Programme of High Performing Prisons, Performance Improvement Prisons and Performance Test Prisons will be a major part of the Service's push in 2008 to increase efficiency while, at the same time, ensuring the Service is effective. This is going to be a continued performance improvement and will remain a continuing theme for all parts of the Service to boost officers' morale.

## **Deliverables for 2008**

The Service's deliverables for 2008 include the updated Key Performance Indicator targets agreed by the Commissioner of Prisons and Corrections Service as an output from the Strategic Plan. Also, the Service will continue to work within a framework of agreed Performance Standards covering all of its main process and activities and designed to ensure high quality delivery of all our work. The latest Key Performance

Indicator (KPI) targets are shown in Appendix 4. What follows is a summary of the main actions and deliverables planned under each of the main priority headings.

## **The Decency Agenda**

- Ensure that the rate of deaths in the Institution in 2008 is reduced by 99% compared to that of 2007.
- 100,000 of the prison population.
- To minimizing the number of serious assaults within.
- To achieve locally negotiated targets for ensuring that the number of prisoners held in accommodation units intended for fewer prisoners does not exceed the average population.
- Ensure that regimes and treatment of prisoners by staff are lawful.
- Meet all agreed standards.
- Provide reasonable meals for prisoners that meet a wide range of religious and cultural needs.
- Provide clean, properly equipped and properly maintained facilities.
- Ensure prisoners receive prompt attention to their proper concerns.
- Provide prisoners with a regime that gives them adequate time out of cell to enable them to access to sunlight and fresh air, enough access to visits, letters and real opportunities for constructive occupation and self-improvement.
- Treat prisoners fairly and equally, no matter what their color, race, religion or sexual orientation.

## **Race and Diversity**

- Ensure that the number of minority ethnic staff in the Prisons and Correctional Service, expressed as a proportion of the total workforce, is also given a fair chances in terms of promotion, transfer etc.
- Review and as necessary revise the Race Standards for both prisoners and ensure that they are met.

## **Maintaining Order and Control**

- Ensure effective and appropriate relationships between staff and prisoners.
- Optimize use of incentives and earned privileges.
- Apply the Violence Reduction Strategy.

## **Organizational Effectiveness**

- Drive forward the new change programme to enhance organizational effectiveness.
- This comprises a number of work stream projects designed to review, energize and reform the Service's approach in key areas.
- Identify the processes that represent the biggest opportunities for increasing efficiency and develop action plans as to how they will be streamlined.
- Provide high quality, integrated offender services delivered in decent and well-managed prisons that represent good value for money.
- Enhance the existing and very successful Performance Improvement Strategy to take into account the needs of the commissioners and the development potential of the Prison Service.

- Identify and celebrate performance success through recognizing and rewarding high performers.
- Respond flexibly and positively to the needs of the commissioner while, at the same time, ensuring the Prisons and Corrections Service only agrees to deliver services that are properly resourced and do not expose the Service to unmanageable or unspecified risks.
- Explore opportunities internally (including a review of the administrative functions that remain in establishments and area offices) and with other organizations to assist in the way forward of the organization.
- Take forward agreed improvements to the internal communications processes.
- Reduce energy costs by implementing a cost saving strategy.
- Continue work with the OHS and the Environment to reduce environmental hazard t the Naboro Landfill.
- Ensure that there remains a strong focus on business continuity and that the core work of protecting the public, providing decent care for prisoners and providing opportunities for them to develop the necessary skills to lead law abiding lives on release is properly supported and delivered effectively.

## **Public Protection**

- Ensure full operational delivery of the entire programme for 2008 to assist in achieving the objectives.
- Plan and take action to handle the additional pressures relating to the increase in numbers of white collar and political motivated subjects being held in prisons.
- Work with offender managers and other agencies to assess thoroughly the risks posed by individual offenders.
- Arrange and work with the Police, Probation and other agencies to ensure that a risk management plan is drawn up for the most serious offenders.
- Manage offenders at the appropriate level of assessed risk (Levels One to Three) so that resources and attention are focused on the highest risks.
- Implement interventions and agreed action plans to manage out the potential risks posed by individual offenders.

## **Reducing Re-offending**

- To achieve locally negotiated targets for ensuring that the percentage of discharged prisoner is reduced to 20% per quarter.
- Achieve locally negotiated targets for drug offenders where special program be conducted.
- Achieve locally negotiated targets for accredited offending behavior program completions, including sex offender treatment programmes
- Achieve locally negotiated targets for ensuring that the percentage of discharged prisoners provided with a settled accommodation on release.
- Implement the Offender Management model in line with the treatment of offender.
- Apply the Risk Assessment tool.
- Improve on the implementation of CMT program (Case Management Team), which will assist offenders to make the best decision whilst in incarcerated and at the same time preparing them to be faithful members of the community.

- Contribute pro-actively to the delivery of Rehabilitation programmes to meet priorities around the Pathways for reducing re-offending.
- Work with Commissioner and the National Probation Service to develop a co-ordinated and integrated menu of evidence-based interventions, which can be delivered seamlessly in custody or community depending on individual risk and need.
- Work with Rehabilitation Unit and delivery partners to take forward the three priorities from “Reducing Re-Offending through Skills and Employment.

## **Security**

- Ensure no escapes of Category A prisoners from within the institution.
- Ensure that the number of escapes from prisons and escorts undertaken by Prisons and Corrections Service staff, expressed as proportion at any one time.
- Introduce more effective measures to prevent, identify and tackle staff corruption.
- Introduce enhanced systems for managing the risks posed by extremist prisoners.
- Develop strengthened mechanisms to allow improved inter-agency work with the Police, Security Services and other law enforcement agencies.
- Introduce enhanced systems to strengthen the gathering, use and management of intelligence.
- Achieve locally negotiated targets for restricting the rate of absconds from open and semi-open establishments.
- Continuing emphasis on providing pro active, intelligence-led security, preventing escapes and ensuring that the public are place at unnecessary risk as a results of the actions or inactions of the FP&CS.

## **Fiji Prisons and Corrections Statement of Purpose**

“To protects the public and assists the courts, holding securely and managing humanely the people sent to us. In delivering punishments imposed by the courts, we help offenders turn away from crime, make amends to their victims and contribute to their communities.”

## **Fiji Prisons and Corrections Goals**

The Fiji Prisons and Corrections goals, reflecting the priorities in the Five Year Strategy for Protecting the Public and Reducing Re-offending are:

- Protecting the public by running safe and secure prisons and reducing the risk of harm by offenders managed in the community.
- Supporting the courts in imposing suitable sentences for appropriate offences and implementing those sentences.
- Firm and fair punishment, increasing compliance with community sentences and treating all offenders decently.
- Helping to cut crime through seamless offender management to reduce re-offending, working with a range of partners at local, regional and national level.
- Contributing to communities and society by increasing visible payback to the community and by supporting the victims of serious offences, and engaging local communities in the management and resettlement of offenders.

In common with other public services, the Fiji Prisons and Corrections Service has, an additional goal, a requirement to achieve value for money by effective utilization of available resources within the organization. Its work in organizing and supporting delivery contributes to ensuring the cost-effectiveness of the services it commissions and provides.

## **Performance Measured**

The Fiji Prisons and Corrections Service efficiency and effectiveness can be measured from the followings:

- Fiji Prisons and Corrections Service remains a Valued, Reliable and Proficient Institution
- Adhere to a Unique Prison Philosophy and a sense of belongings
- Prison Leadership is Skilled and able to lead Prisons and Correctional Officers in this 21st Century.
- Communities maintain faith and confidence in the Fiji Prisons and Correctional Services.
- Prisons and Correctional Services conditions are improved
- Prisons and Correctional Services to explore further Peacekeeping Commitment
- Prisons and Correctional Services is competent in Managing its Budget, Trust Funds, Personal Administration, Stores Accounting and Maintenance of Stores and Equipment
- Capable in Institutional Planning, Decision Making, Skills and Capability through the Effective and Efficient use of the Prison Plan and Process.
- Casualties, Incidents, Disciplinary Offences, Turnover are reduced.
- Reduced Cost of imprisonment
- Increase in Revenue
- Minimize Overcrowding
- Reduction in Offenders Complaints
- Customer Satisfaction within the Justice Sector
- No Escape in Prison

# **Appendix 1**

## **Fiji Prisons and Corrections Service**

### **Statement of Purpose and Goals**

#### **General Approach**

- Running safe, controlled, appropriately secure and lawful prisons must come before any other objectives.
- Wherever possible, there must be clear accountability delivered via straightforward line management arrangements.
- When we are working with other partners, clear governance and accountability arrangements must be agreed jointly and made clear to those carrying out the work.
- It must always be clear what is to be delivered, when it is to be delivered and how it is to be measured.
- Risks to delivery must be identified, acknowledged and, wherever possible, managed down. Residual/inherent risks must always be openly acknowledged.
- Overlapping systems, reducing the risk of a single failure producing a disastrous outcome, should control high risks.

#### **Management Arrangements**

All managers must ensure that their staff are effectively managed and supervised and their staffs are clear on their levels of delegated authority.

Spans of accountability must realistically be within the capacity of the individual manager.

Headquarters should provide:

- The setting, auditing and reporting of specifically Prison and Corrections Service priorities and targets.
- National leadership to the Prison and Corrections Service and set its strategic direction and central policies.
- Support, encouragement and the requirement/incentive for performance improvement.

## **Appendix 2**

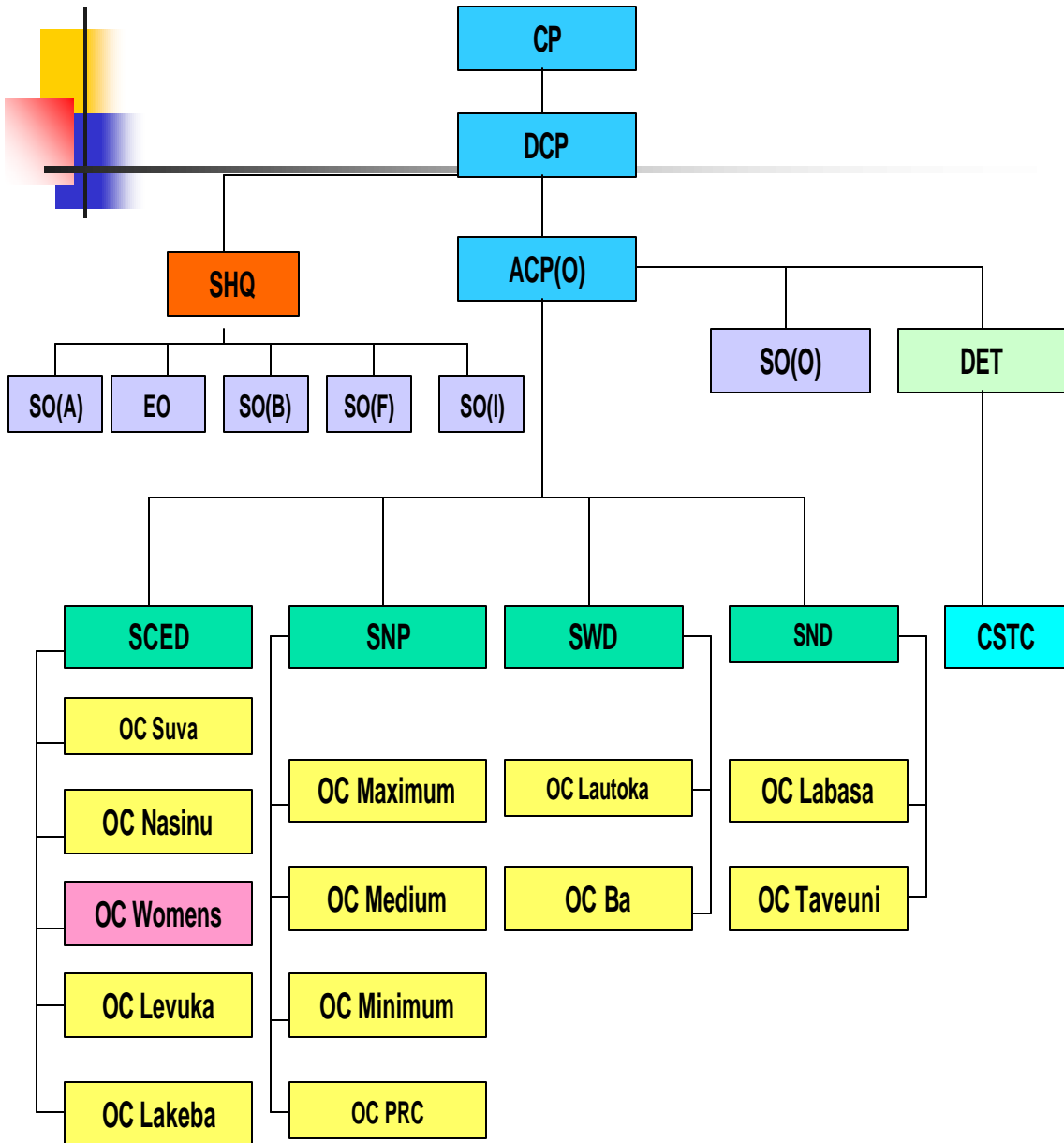
### **Fiji Prisons and Corrections Service Policy**

Prison and Corrections Service policy will be about how we, in the public sector, operate. Prison and Corrections Service policy will be in accordance with the following principles:

- Policy will enable action, by creating a clear framework and principles for dealing with operational and other issues.
- Policies, both local and national, must always be capable of implementation within the available resources (including re-prioritizing) and due account must be taken of the opportunity costs of new and existing policy. The assessment of what can be implemented must always take account of the totality of demands on the Service.
- Providing decisions at local level are taken fairly and in line with the policy and its principles, the Prisons and Corrections Service should not expect complete consistency. Some degree of inconsistency is an inevitable and an acceptable part of delegated decision-making.
- All policies should make it clear who is accountable for decision taking and the extent to which delegation is allowed. In principle, the aim should be to get decision making as near to the working level of the organization as is consistent with sound decision taking.

# Appendix 3

## FPS ORG CHART



# Appendix 4

## Key Performance Indicators (KPI)

- To ensure no escapes of Category A prisoners.
- To ensure that the rate of escapes from prisons and from escorts undertaken by Prisons and Corrections Service staff is reduced to 99%.
- To achieve locally negotiated targets for minimizing the number of serious assaults within the Institution.
- To ensure that the rate of self-inflicted deaths in 2008 is reduced by 80%.
- To ensure that the number of minority ethnic staff in the Prisons and Corrections Service are fairly given the opportunities.
- To achieve locally negotiated targets for accredited offending behavior programme completions (including sex offender treatment programmes)-Rehabilitation Program.
- To achieve locally negotiated targets for drug programme completions-Rehabilitation Program.
- To achieve locally negotiated targets for ensuring that the number of prisoners held in accommodation units intended for fewer prisoners does not exceed a national maximum number of offender to be accommodated at any one time.
- To achieve locally negotiated targets for ensuring that the percentage of discharged prisoners provided with an employment outcome on release to prevent recidivism.
- To achieve locally negotiated targets for ensuring that the percentage of discharged prisoners provided with a settled accommodation outcome on release.
- To ensure that average staff sickness in 2008 is reduced by 80%.
  
- To focus on quality staff training and development and create a conducive learning environment to assist in the development of staffs and the customers (offenders).
- The Organization to produce leaders who are role model, fully understand ethos and values, Transparent, Accountable efficient and effective and is able to take the Fiji Prisons and Corrections Service in the 21<sup>st</sup> Century.
- To ensure that all buildings and fixtures are attended early including the installation of CCTV and Camera by first quarter of 2008.
- To ensure that disciplinary offences are reduced by 20% every quarter.
- To ensure that all escape is reduced by 99% from outside institution by the end of 2008 (unavoidable).
- To ensure that all complaints attended to by SOB within 24hrs.
- To ensure that recidivism rate is reduced by 20% per quarter.
- To ensure that all complaints to Commissioner, Human Rights, Ombudsman and Police are reduced by 20% per quarter.
- To ensure that untoward incidents are minimized by 20% every quarter.
- To ensure that the Fiji Prisons and Corrections Service engaged 2 Ministers per quarter.
- To ensure that all NGO's to be engaged twice in every quarter for evaluation purpose.
- To ensure that Family Church Service is conducted at all division at every quarter.

- To ensure that family get together is conducted by Officers in Charge at every quarter.
- To ensure that work relationship of officers is improved by 25% each quarter.
- To ensure that incentives and privileges are given to those deserve.
- To ensure that use of force to offenders are avoided.
- To ensure that all members of the Fiji Prisons and Correctional Service to fully understand Vision, Mission and Values of the Organization by early January 2008 and live by them.
- To ensure that the department is self sufficient in terms of root crops, green and other vegetables in 2008 and expand market (farming products) to outside market by last quarter of 2008.
- To ensure that the Poultry Farm, Broiler Shed, Prison Industry, is improved by 1<sup>st</sup> quarter and expand market outside.
- To ensure that mortality rate at the broiler is reduced by 99% in every batch.
- To ensure that the Prison Bakery expands its market by 2<sup>nd</sup> quarter to other Government Institutions like FSM, FSN, and Hospital.
- To ensure that the Prison Bakery diversifies its product by including new varieties like Bun and Scone by 2<sup>nd</sup> quarter.
- To ensure that internal Audit is conducted every six months.
- To ensure that all relevant Laws are modernize to align with the new Prisons and Corrections Act by end of 1<sup>st</sup> quarter.
- To ensure that action plan for gender and race is in place by 1<sup>st</sup> quarter.
- To ensure that engagement with Operational workers is conducted every quarter.
- To ensure that all changes are disseminated down the line at the earliest.

## Appendix 5

### Commissioners Objectives

Strategic Theme	CP Strategic Objective (KRA)	What to measure	How to measure	Targets	Tasks
<p style="color: red; font-weight: bold;">Fiji Prisons &amp; Corrections Service is a Learning Organization</p>	<p>Enhance institutional capacities through :</p> <ul style="list-style-type: none"> <li>▪ Individual training (Computer, Leadership, Effective Communication, Motivation, Attitude &amp; Behavior, Personality, Customer Service</li> </ul> <ul style="list-style-type: none"> <li>▪ Collective Training (HRM,</li> </ul>	<ul style="list-style-type: none"> <li>• Level of Institutional capacity building</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of training programmes conducted</li> <li>▪ Number of officers undergone training and assessed as competent.</li> <li>▪ Training Institutes where effective training can be conducted.</li> </ul> <ul style="list-style-type: none"> <li>▪ Number of training</li> </ul>	<ul style="list-style-type: none"> <li>▪ 20% of computer illiterate Officers to undergo basic computer course per quarter</li> <li>▪ Two Officers to undertake Management Course by early 2008.</li> <li>▪ Two Officers to undertake Electrical and Automotive Engineering Course in 2008.</li> <li>▪ Two Officers to undertake Industrial/Vocational Courses in 2008.</li> <li>▪ Two Officers to undertake Cooks Course in 2008.</li> <li>▪ 25% of Dog Handlers to undergo special training per quarter</li> <li>▪ 25% of ECU personnel to undergo special training per quarter.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of officers to undergo computer training.</li> <li>▪ Identification of Computer Lab as training venues.</li> <li>▪ Liaise with STC, GTC, Police Academy, and FMF for venue.</li> <li>▪ Identify officers who's taking up Computer Courses at own initiative and yet to complete (Encourage them to continue until successfully complete the course).</li> <li>▪ Encourage Individual Training (Private and Sponsored candidate)</li> <li>▪ Identify training Institutes and partnership with those Training Institutes like USP, FIT, FCA, and FNTC.</li> <li>▪ Identify competent</li> </ul>

	HRD)		<p>programmes conducted</p> <ul style="list-style-type: none"> <li>▪ Number of officers undergone training and assessed as competent.</li> <li>▪ Training Institutes and facilitators where effective training can be conducted.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 13 officers to undergo Emergency Control Courses at the Emergency Unit.</li> <li>▪ 25% of Farm Unit personnel to undergo Poultry Management, Broiler Management, Livestock Management per quarter.</li> <li>▪ 40 Officers to undergo Basic Clerks and Registry Course per quarter.</li> <li>▪ 20% of Computer illiterate Officers to be Computer Literate per quarter. At the end of 2008, about 80% of officers understand computer basics.</li> <li>▪ All POC's to undergo 4 in house training per quarter. By end of 2008, all POC's to undergo more than 12 in house courses.</li> <li>▪ Officers in Charge to conduct internal Lectures within</li> </ul>	<p>trainees monitoring of courses, Units taken, when to commence and completed.</p> <ul style="list-style-type: none"> <li>▪ Identify training venues for the Specialized area (DOG and ECU)-FMF &amp; Police-Emergency Procedures, Dog Handling, Hostage, Riots and Disturbances.</li> <li>▪ OC ECU and Commandant to facilitate training.</li> <li>▪ Identify Training Venues like Taiwan Mission Nasau Youth Camp, Koronivia, Navuso and partnership with them.</li> <li>▪ DET and Commandant to monitor all trainings.</li> <li>▪ In house training at STC, CTD and Resource personnel from FMF.</li> <li>▪ POC Roqica to conduct In house Basic Computer Training for Computer illiterate.</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Secondment /Attachment outside and within the Organization.</li> </ul>			<p>the Institution Level on relevant work issues. To cover five major topics at every quarter.</p> <ul style="list-style-type: none"> <li>▪ All NCOs and Senior NCOs to undergo 4 in house training per quarter. By end of 2008, they are to undergo more than 12 in house courses.</li> <li>▪ Senior and Junior Officers to complete 4 In house Training at STC and CTD per quarter (2008).</li> <li>▪ All Senior and Junior Officers to undergo the HRM and HRD training by 1<sup>st</sup> quarter of 2008. (Resource Personnel from PSC).</li> <li>▪ By 1<sup>st</sup> Quarter 2008, 10% of Junior and Senior Officers undergo Job Rotation within the Organization. By end of</li> <li>▪ By 2<sup>nd</sup> Quarter of 2008, 6 Junior and Senior Officers do completed work attachment at the Judiciary and Justice System.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continued Partnership with ITS to continue training of Staffs on in depth Computer Skills and Knowledge.</li> <li>▪ Ensure that the following courses are to be undergone by all POC's during In house training- B/Computing, Customer Service, Personal Development, Communication, Discipline, Attitude and Behavior, Counseling, Motivation, Anger Management, Harm Minimization, Disaster Management, Employee Relation, Basic Management Course, Team Building, Health and Hygiene.</li> <li>▪ All OC's to coordinate with the Commandant Staff Training College on the following Topics: Discipline and Order, Control and Supervision, Treatment of Offenders, Party Control, Gatekeepers Duty, Escort, Search, Security, Intelligence and Information gathering,</li> </ul>
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					<p>Admission Procedure, Disciplinary Procedures, Death in Prison, Reporting Procedures, Routine and Procedures, Mechanical Restraints, Sentence Calculation, Unlock and Lock up, Wing Officers.</p> <ul style="list-style-type: none"> <li>▪ In house training to be conducted at STC and CTD and the following Courses to be organized- Computer Basics, Customer Service, Motivation, Communication, Transformational Leadership, Team Building, Disciplinary Proceedings, Counseling, Drill Instructors Course, Introduction to Disaster Management, Safety, Health and Hygiene, Risk Management, TFI, Govt Policies and Procedures.</li> <li>▪ In house Training at STC and CTD on the following Areas: Basic Computing Transformational Leadership, Effective Communication, Motivation, Attitude and Behavior, Personality,</li> </ul>
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					<p>Customer Service, Disciplinary Proceedings, Counseling, Government Policies and Procedures, Strategic Management, HRM, HRD</p> <ul style="list-style-type: none"> <li>▪ Liaise with PSC as Resource personnel. To be conducted at STC Naboro.</li> <li>▪ Junior Officers to be on attachment to Chief Officers and Officer in Charge</li> <li>▪ Identify relevant areas of attachment-Justice Sector, FMF, Police, PSC, Finance Ministry, and Home Affairs.</li> </ul>
<b>Leaders to be Role Model and be Accountable</b>	<b>CP Strategic Objectives(K RA)</b>	<b>What to measure</b>	<b>How to measure</b>	<b>Targets</b>	<b>Tasks</b>

	<p>Improve Leadership Qualities at all level through education and Training.</p> <p>Enhance Leaders Qualities in Good Governance.</p>	<ul style="list-style-type: none"> <li>▪ Effectiveness of Leaders in the Organization</li> <li>▪ Transparency and Accountability.</li> </ul>	<ul style="list-style-type: none"> <li>▪ How effective the Leaders manages (Resources) budget, stores, training and people in the organization.</li> <li>▪ Capability the Leader possesses through smart command.</li> <li>▪ Leadership and management of all our resources.</li> <li>▪ Role Model/Work the Talk.</li> </ul>	<ul style="list-style-type: none"> <li>▪ By First quarter 2008, 25% of leaders to undergo HRM and HRD Courses(Collective)</li> <li>▪ By First quarter 2008, 25% of leaders to undergo Communication Courses (Collective).</li> <li>▪ All leaders to undergo Public Sector Reform, FMR and Civil Service Reform in the 2<sup>nd</sup> Quarter.</li> <li>▪ All Leaders to undergo transformational Leadership Course at the 3<sup>rd</sup> Quarter.</li> <li>▪ Evaluation of all Leaders performance every 6 months.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify training venue (STC &amp; CTD) and Resource Personnel from PSC.</li> <li>▪ DET and Commandant to be responsible for this.</li> </ul>
	<p>Leaders at all levels are expected to be role model in their behavior on ethos and values</p>	<ul style="list-style-type: none"> <li>▪ Leaders Capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ability in upholding ethos and values- includes Spiritual, Family, Health, Physical, Customer Service,</li> <li>▪ The Reliability of Leaders during trial times.</li> <li>▪ The consistency of leaders in maintaining Law and Order.</li> <li>▪ Whether Leaders are Dependable and Trustworthy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All leaders to make self assessment on all ethos and values and improve all weak areas in the first quarter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify key speakers, venues and organize seminars for all leaders to attend on identified areas.</li> <li>▪ This is to be organized at the STC in the first quarter of 2008.</li> <li>▪ DET and SHQ to be responsible.</li> </ul>

	Leader who is Accountable and Transparent.	<ul style="list-style-type: none"> <li>▪ The Accountability and Transparency of Leaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ The ability to account all resources which includes Human, Financial, Capital.</li> <li>▪ Transparency in carrying out the task.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All leaders to be well versed with the Economic and Accounting basics by 1<sup>st</sup> quarter of 2008.</li> <li>▪ All leaders to be transparent throughout the year.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify Economics and Accounting Trainings where personnel from PSC and Finance to be the resource personnel.</li> <li>▪ Identify some Key Speakers from the Government to speak on Accountability and Transparency.</li> <li>▪ DET and SHQ to be responsible.</li> </ul>
	Maximize effectiveness in resource management	<ul style="list-style-type: none"> <li>▪ Effectiveness in managing resources by all sections.</li> </ul>	<ul style="list-style-type: none"> <li>• No of Complaints to be attended by SOB from all incidents.</li> <li>• Number of Board of Survey conducted by all units.</li> <li>• Amount of money (budget) used.</li> </ul>	Reduce cost of repair of equipments, technology, vehicles, and buildings by 20% every quarter.	Identify (units) areas that do not manage resources effectively.
<b>An Organization for High quality of service and guidance to our customers</b>	<b>CP Strategic Objectives(KRA)</b>	<b>What to measure</b>	<b>How to measure</b>	<b>Targets</b>	<b>Tasks</b>

	<p>High Prison Security and Safe Custody of inmates</p>	<ul style="list-style-type: none"> <li>▪ Effectiveness of available resources and manpower.</li> </ul>	<p>Budgetary Allocation done fairly. Proper maintenance and renovation. Proper utilization of manpower.</p>	<ul style="list-style-type: none"> <li>▪ By March 2008, all Security Features and CCTV are improved and installed at the major Institutions</li> <li>▪ All accommodations and fences are repaired by January 31<sup>st</sup>.</li> <li>▪ All complaints are to be attended to by SOB within 24hrs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify priority areas needs maintenance and renovation and attended early by 1<sup>st</sup> quarter 2008.</li> <li>▪ Identify key areas and posts which needs to filled.</li> <li>▪ Ensure that CCTV is installed to identify institutions.</li> <li>▪ Ensure that the rate of deaths in 2008 is reduced by 99% compared to that of 2007.</li> <li>▪ Minimize the number of serious assaults by 80%.</li> <li>▪ Ensuring that the number of prisoners held in any accommodation does not exceed its capacity.</li> <li>▪ Ensuring that the classification and allocation system operates so as to prevent those who represent a significant risk to the public from escaping.</li> <li>▪ Ensure that prisoners are retained in custody with a level of security that is consistent with the need to protect the public.</li> <li>▪ Ensure that the decision made to allow early release must always be balanced, irrespective of population pressure, by an active consideration of the risk the prisoner present to the public to ensure that both Public safety and Public confidence in the system are maintained.</li> </ul>
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	<p>Transform the Prisons</p>	<ul style="list-style-type: none"> <li>▪ Effectiveness &amp; efficiency of prison services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of prison breakout (escape).</li> <li>▪ Number of rehabilitation programs conducted.</li> <li>▪ No of recidivism.</li> <li>▪ Number of complaints.</li> <li>▪ Overcrowding in Prison</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nil escape (Prison Breakout) within the Institution</li> <li>▪ Reduce escape by 99% from outside institution by the end of 2008 (unavoidable).</li> <li>▪ Reduction in Recidivism rate by 20% per quarter.</li> </ul>	<ul style="list-style-type: none"> <li>▪ ACPO-Engagement with inmates on quarterly basis.</li> <li>▪ Officer in Charge to physically engaged with inmates on Weekly Basis (Briefing).</li> <li>▪ Identify recidivists and categorize them. Identify trainings which suites them e.g. habitual offenders to firstly undergo therapeutic program (behavior).</li> <li>▪ Proper Selection of offenders to undergo rehabilitation program</li> <li>▪ Identify best Rehabilitation program.</li> <li>▪ Partnership with identify stakeholders (Training Institutes, FAB, NGO, Communities etc) and impose training programs which is marketable to enable offenders to secure job in the job market after discharge.</li> <li>▪ Identify current and potential job market to align with rehabilitation programme.</li> <li>▪ Improve Sentence planning - in depth assessment of Offenders to identify work skills, Ed level and other capabilities Offenders possesses.</li> <li>▪ Work closely with Restorative Justice</li> </ul>
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	<p>Offender Management/Organizational Effectiveness</p>	<ul style="list-style-type: none"> <li>▪ Efficiency and Effectiveness in managing the Institution.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduction complaints.</li> <li>▪ Reduction in offenders' disciplinary offences.</li> <li>▪ Customer satisfaction</li> <li>▪ Winning the minds and hearts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complaints to CP, HR, Ombudsman and Police to be reduced by 20% per quarter.</li> <li>▪ Reduction in Disciplinary Offences by 20% per quarter.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that Offenders are well informed of rights and privileges.</li> <li>▪ Ensure that Offenders health (physical and spiritual) or well being is one of the priorities.</li> <li>▪ Ensure that rules and regulation are enforced in Prison.</li> <li>▪ Enhance the existing and very successful Performance Improvement Strategy to take into account the needs of the Commissioner and the development potential of the Prisons and Corrections Service.</li> <li>▪ Drive forward the new change programme to enhance organizational effectiveness.</li> <li>▪ Ensure that all Unit Heads are well organized, efficient and alert to new opportunities (including new technology and other new ways of working) and ready to accept changes within the organization.</li> <li>▪ Ensure that all Officers work diligently and skillfully to manage and improve performance.</li> <li>▪ Ensure that all officers learn to respond flexibly and positively to all Commissioners need.</li> <li>▪ Ensure that officers need to maintain business delivery within a safe and</li> </ul>
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	Review Operation Strategies (Order).	<ul style="list-style-type: none"> <li>▪ Efficiency and Effectiveness in Operation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of Untoward Incidents occurred within and outside institution.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Untoward Incidents to be minimized by 20% every quarter.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify and strengthen orders and directives in order to maintain work efficiency.</li> <li>▪ ACP and Supervisors to organize.</li> </ul>
	Strengthen Integration internally and externally-Networking	<ul style="list-style-type: none"> <li>▪ Effectiveness of Networking</li> </ul>	<ul style="list-style-type: none"> <li>▪ No of engagement the Fiji Prisons and Correctional Service conducted with NGO's, Public and Private Stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ By 1<sup>st</sup> Quarter 2008 the Fiji Prisons and Corrections Service engaged 2 Ministers into the Institution. To engage 8 Ministers by end of 2008.</li> <li>▪ All NGO's to be engaged twice in every quarter.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify which Ministers to engage in every quarter.</li> <li>▪ Identify NGO's to be engaged.</li> <li>▪ Identify meeting venue and Agenda for Discussion.</li> <li>▪ ACP (O) and DETR to organize.</li> </ul>
	Promote family life/welfare and spiritual development.	<ul style="list-style-type: none"> <li>▪ Family Unity-(Officers and Organization )</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of domestic disputes/problems.</li> <li>▪ Healthy lifestyle.</li> <li>▪ Interpersonal and Work Relationship.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decrease complaints/disputes by 20% every quarter.</li> <li>▪ Family Church Service to be encouraged at all division level in every quarter.</li> <li>▪ Family get together to be encouraged at every quarter.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify Officers who's not faithful or wholly maintained wife and children.</li> <li>▪ Identify Officers who's finding difficulties in managing family include budgeting finance.</li> <li>▪ Conduct counseling session on Officers and families</li> <li>▪ Engage family member through family days and invite key speakers.</li> <li>▪ SHQ and Supervisors to organize.</li> </ul>

	Maintaining Order and Control	<ul style="list-style-type: none"> <li>▪ Effectiveness in maintaining Law and Order.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of reports received for violating orders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Better work relationship.</li> <li>▪ Incentives and privileges to those deserve.</li> <li>▪ Avoid use of Force on Offenders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure effective and appropriate relationships between staff and prisoners.</li> <li>▪ Optimize use of incentives and earned privileges.</li> <li>▪ Apply the violence reduction strategy.</li> </ul>
	Vision, Mission and Values are institutionalized to every staffs and live by them	Level of understanding of all members of the Fiji Prisons Service.	Officer's performance in any task given.	<ul style="list-style-type: none"> <li>▪ All members of the Fiji Prisons and Correctional Service to fully understand Vision, Mission and Values of the Organization by early January 2008.</li> <li>▪ All members to live by them.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Awareness to be conducted to all institutions.</li> <li>▪ Strengthen feedback systems internally from Officers in Charge for evaluation of Officers level of understanding.</li> </ul>
	Ensure safety in work places	<ul style="list-style-type: none"> <li>▪ Effectiveness of infrastructure and Equipments used.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of injuries or incidents at the workplace.</li> <li>▪ Number of complaints received from workers, inmates, visitors.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All workers and non workers are fully aware through briefing, Notice and Bill Board.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that intensive awareness program is conducted through media</li> <li>▪ Ensure that all visitors are fully briefed before entering the Prison Proper and signs the Register prior to entering.</li> <li>▪ Ensure that proper equipments are provided for all workers and visitors.</li> </ul>

	Ensure more visibility and engagement to our customers	<ul style="list-style-type: none"> <li>▪ Efficiency and Effectiveness in engaging our customers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of engagement conducted with customer.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Four Market days to be held at all divisions in every quarter.</li> <li>▪ Media (Program) to be used.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that engagement with members of the Public through Prisons Market Day is conducted in every quarter of 2008.</li> </ul>
	Operational workers taking ownership of safety and security of all customers	<ul style="list-style-type: none"> <li>▪ Efficiency and effectiveness ' of all Officers in carry out tasks.</li> <li>▪ Officers Integrity and Loyalty towards the call.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of complaints</li> <li>▪ Number of appreciation from customers</li> </ul>	<ul style="list-style-type: none"> <li>▪ All Officers to be told and reminded of the Commissioners intent and the way forward for the Department.</li> <li>▪ Officers to be reminded of the Call.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that all officers fully understand the Commissioners Intent.</li> <li>▪ Ensure that all Officers are aware of the Vision Mission and Values of the Organization and live by it.</li> </ul>
<b>Adaptable FIJI Prisons and Correctional Service.</b>	<b>CP Strategic Objectives(KRA)</b>	<b>What to measure</b>	<b>How to measure</b>	<b>Targets</b>	<b>Tasks</b>

	<p>To actively contribute to business activities in generating revenue.</p>	<ul style="list-style-type: none"> <li>▪ Effectiveness in utilizing available resources.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of days the Institution purchase farm products from outside.</li> <li>▪ Amount of Revenue earned.</li> <li>▪ Reduction in cost of Revenue.</li> <li>▪ Reduction in mortality rate at the broiler.</li> <li>▪ High demands from outside customers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be self sufficient in terms of root crops, green and other vegetables in 2008.</li> <li>▪ Expand market (farming products) to outside market by last quarter of 2008.</li> <li>▪ Poultry Farm to be improved by 1<sup>st</sup> quarter where products to be sold to outside market.</li> <li>▪ To reduce mortality rate at the broiler by 80% in every batch.</li> <li>▪ Enhance Prison Industries by 1<sup>st</sup> quarter and sell out products to outside market. Prison Bakery to be expanded by 2<sup>nd</sup> quarter Government Institutions like FSM, FSN, and Hospital to be covered. Expansion of Prison Bakery product by including new varieties like Bun and Scone by 2<sup>nd</sup> quarter.</li> <li>▪ All Officers working on these special fields to undergo relevant trainings to up skill them in order to carry out work effectively.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify current business opportunities like industries.</li> <li>▪ Identify the type of Root crops, Vegetables Green, Vegetable Others and areas (soil) for development.</li> <li>▪ Find Strategies and Identify market for expansion.</li> <li>▪</li> </ul>
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	Re- allocation of resources, shift resources and affect from lower to higher priority areas	<ul style="list-style-type: none"> <li>Effectiveness of resource management</li> </ul>	<ul style="list-style-type: none"> <li>Number of internal auditing conducted.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct 1 internal audit per 6 months</li> </ul>	<ul style="list-style-type: none"> <li>Identify Sections to be audited.</li> <li>Identify Officers to carry out task</li> <li>Identify areas to be audited.</li> </ul>
	Modernize other Prisons and Corrections Legislations and Policies to go in line with new shift.	<ul style="list-style-type: none"> <li>Realignment of relevant laws with New Legislation</li> </ul>	<ul style="list-style-type: none"> <li>Regular follow up by Officer Responsible through few presentations from team members for auditing before final presentation.</li> </ul>	<ul style="list-style-type: none"> <li>Formulation of team members by early 2008 which consist of eight Officers (1 ASP, 1 CPO, 1 POA, 2 POB and 3 POC's) and based at Prison HQ. Modernization of relevant Laws to be completed by end of 1<sup>st</sup> quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Identify capable Officers to conduct the task.</li> <li>ACP &amp; SHQ to be responsible.</li> </ul>
	Diversity and equality	<ul style="list-style-type: none"> <li>Effectiveness in introducing equality schemes</li> </ul>	<ul style="list-style-type: none"> <li>Promotion</li> <li>Office allocations and holders.</li> <li>Number of all diversity strands in any workplace.</li> </ul>	<ul style="list-style-type: none"> <li>To draw an action plan for gender and race.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that by 1<sup>st</sup> quarter, an Action plan is drawn for equality schemes.</li> </ul>
	Proper Budgetary Allocation and Effective utilization of Resources.	<ul style="list-style-type: none"> <li>Budgetary allocation to areas of priority,</li> <li>Effectiveness in Using Resources</li> </ul>	<ul style="list-style-type: none"> <li>Number of unattended areas (priorities).</li> <li>Amount of money use vs. time.</li> </ul>	<ul style="list-style-type: none"> <li>Highly Priority areas to be attended first (Salary, Infrastructures etc)</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that budget re fairly distributed.</li> <li>Ensure that All Resources are effectively utilized.</li> </ul>
	Monitoring and Evaluation of all Administration and Operational Activities.	<ul style="list-style-type: none"> <li>Effectiveness in monitoring process</li> </ul>	<ul style="list-style-type: none"> <li>Number of activities not achieved</li> </ul>	<ul style="list-style-type: none"> <li>Conduct follow up every week on all activities.</li> </ul>	<ul style="list-style-type: none"> <li>Identify critical areas which need to be attended immediately.</li> <li>DCP and ACP to be responsible</li> </ul>
	Manage Condition of Service and Quality of Life	<ul style="list-style-type: none"> <li>Officers' conditions of Service as on legislation.</li> </ul>	<ul style="list-style-type: none"> <li>Number of terms &amp; conditions of service yet to be enjoyed by officers.</li> </ul>	<ul style="list-style-type: none"> <li>Formulation of team members to engage in identifying areas of concern which is to be completed by 1<sup>st</sup></li> </ul>	<ul style="list-style-type: none"> <li>Identify all Terms and Condition yet to be enjoyed by Officers.</li> <li>Identify terms and conditions</li> </ul>

				quarter.	which needs to be improved.
	Reinforce Organization Work Culture and change readiness	<ul style="list-style-type: none"> <li>Effectiveness in Officers accepting work culture and change.</li> </ul>	<ul style="list-style-type: none"> <li>Officer's response in attending Official or other organized activities in Prison.</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with Operational workers to be conducted every quarter.</li> <li>All Changes to be disseminated down the line at the earliest.</li> </ul>	<ul style="list-style-type: none"> <li>Identify Officers who does not easily accept changes and provide coaching and counseling Session.</li> <li>Provide workshop for Officers whom the Organization had identified</li> </ul>
<b>Performance Measured</b>	<ul style="list-style-type: none"> <li>Fiji Prisons and Corrections Service remains a Valued, Reliable and Proficient Institution</li> <li>Adhere to a Unique Prison Philosophy and a sense of belongings</li> <li>Prison Leadership is Skilled and able to lead Prisons and Correctional Officers in this 21st Century.</li> <li>Communities maintain faith and confidence in the Fiji Prisons and Correctional Services.</li> <li>Prisons and Correctional Services conditions are improved</li> <li>Prisons and Correctional Services to explore further Peacekeeping Commitment</li> <li>Prisons and Correctional Services is competent in Managing its Budget, Trust Funds, Personal Administration, Stores Accounting and Maintenance of Stores and Equipment</li> <li>Capable in Institutional Planning, Decision Making, Skills and Capability through the Effective and Efficient use of the Prison Plan and Process.</li> <li>Casualties, Incidents, Disciplinary Offences, Turnover are reduced.</li> <li>Reduced Cost of imprisonment</li> <li>Increase in Revenue</li> <li>Minimize Overcrowding</li> <li>Reduction in Offenders Complaints</li> <li>Customer Satisfaction within the Justice Sector</li> <li>No Escape in Prison</li> </ul>				