



**TRINIDAD & TOBAGO  
PUBLIC SERVICE COMMISSION  
PRISONS SUPERVISOR EXAMINATION  
SYLLABUS**

**EFFECTIVE FROM MAY/JUNE 2008**



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## **PRISONS SUPERVISOR EXAMINATION SYLLABUS**

### **Foreword:**

This syllabi manual for Prison Service Examinations is the culmination of collaborative efforts among the Service Commission Department, the Curriculum Department of the Ministry of Education and the Prison Service of Trinidad and Tobago.

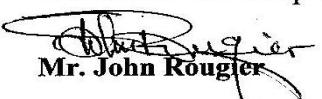
It is aimed at providing a contemporary and relevant guide for 1<sup>st</sup> and 2<sup>nd</sup> Division Prisons Officers in their preparation for promotional examinations to the ranks of Assistant Superintendent, Prison Supervisors and Prison Officers II.

The manual is based upon general prison duties and functions and has been extended to incorporate the concepts of the Restorative Justice Philosophy, Reintegration Penal Policy, Shared Responsibility Model of Rehabilitation and the Strategic Priorities of the Prison Service. It therefore constitutes the substance of the core skills, competencies and responsibilities required for each rank under review. This in turn is reinforced with modern concepts in Corrections. Collectively, they are meant to provide both a comprehensive and contemporary study curriculum to Prison Officers; all set against the backdrop of recommendations arising out of The Task Force Report on Prison Transformation to coincide with the current change agenda that the Service has now engaged.

For further assistance it also provides a compact selective list of resource materials to be researched and studied.

Hopefully, it would provide the requisite resources not only for examination success but for the personal professional edification and development of all Officers to which it is applicable.

I would like to acknowledge and thank the many people who helped to make this edition possible. First, thanks go to the Service Commission staff, the coordinator of the project from Ministry of Education, and representatives from the Prison Service, for their significant contribution to the compilation. I would also like to thank my colleagues for their substantial help with revisions; in addition, for their insightful reviews, criticism, helpful suggestions and information. Finally, I would like to thank the Steering Committee for its commitment and dedication to see this project through what I know was a tedious process.



**Mr. John Röugier**  
**Commissioner of Prisons**

## **PHILOSOPHY**

The Prisons Service of Trinidad and Tobago is committed to the two (2) basic principles which constitute a Keeper Philosophy. First, whatever the reason for sending a person to prison, the offenders are not to suffer pains beyond the deprivation of liberty. Second, a prisoner should be treated humanely and in accordance with how he behaves inside the institution. This is characteristic of a Restorative Philosophy and what makes restorative justice different, and how crime is defined and how the offender is treated. Justice in this philosophy requires that we work to restore victims and communities who have been affected or injured by crime. Further offenders are obligated to take responsibility for their actions and should make amends and reparation to victims. Offenders must also be given the opportunity to rehabilitate themselves. Those most directly involved and affected by crime shall have the opportunity to participate in the response if they wish.

Government's role is to preserve a just social order. The community's role is to build and maintain a just society, and to ensure that corrections operate as an industry to empower the offender to take responsibility for his actions and to make restitution.

The Restorative Justice Philosophy is driven by a Penal Policy that mandates the prisons system to link offenders with skills, resources and opportunities that will enable them to accomplish their goals legitimately. In return for supplementation of skills and resources, offenders are expected to conform to community standards and expectations. In the final analysis if re-entry to the community is facilitated, the new entrants are required to behave in accordance with the rules and norms of the membership of society. In such a policy, teamwork amongst staff, between staff and inmates, and between staff and community volunteers, and other stakeholders must be stressed and adhered to.

## **Mission Statement**

The Trinidad and Tobago Prisons Service as an arm of the Criminal Justice System is committed to protecting society by keeping our charges within safe, secure and humane facilities, providing constructive regimes that address offending behaviour, improve education and work skill and thereby promote law abiding behaviour, in custody and after release.

## **THE PRISONS SERVICE**

The effective execution of the sentences of the Courts so as to protect the public and reduce the level of crime by the application of an effective correctional intervention process.

### **The Prisons Service – Objectives**

- I. To ensure the safe custody of inmates who are committed to Prison custody by the process of law.
- II. To ensure that inmates are kept in a healthy and humane environment.
- III. To develop programmes which facilitate the restorative and reintegrated treatment of inmates in keeping with modern penological initiatives.
- IV. To maintain structures and provide amenities for the accommodation, comfort, physical, social and spiritual well being of inmates.
- V. To ensure that those serving terms of imprisonment are made to work and are trained in various skills to make them industrious and to afford them an opportunity for gainful employment on their release.
- VI. To provide welfare, recreational, educational and religious programmes for inmates to assist in their re-socialization and better prepare them for re-entry into mainstream society.
- VII. Meeting and maintaining U.N, International Standards and other best practices.
- VIII. To attract, train, develop and maintain suitable staff to facilitate the objectives at (i) to (vii).

**The Prisons Service – Vision**

A more efficient and effective Prisons Service committed to protecting society, adhering to the dictates of the court and reduce re-offending.

**The Prisons Service - Principles**

- To deal fairly, equitably, openly and humanely with all stakeholders (Fairness)
- Strategic alliances with other agencies of the Criminal Justice System and other stakeholders
- Base our interventions and strategies on Research
- Adoption of best practices in Corrections
- Accreditation of Inmate's Programmes
- To encourage prisoners to address offending behaviour and respect others
- To value and support each other's contribution.

## **PRISONS SUPERVISOR EXAMINATION SYLLABUS**

Dear Stakeholder,

In response to a request from the Prisons Officers Association, the Public Service Examination Board established a committee to review and develop syllabi for the promotional examinations to the posts of Prisons Officer II, Prisons Supervisor and Assistant Superintendent of Prisons. The committee comprised representation from a cross section of the Prisons Service, the Prisons Officers Association, the Ministry of Education and the Public Service Examination Board. They met over a period of five months to develop these syllabi.

Over this period officers considered the current job descriptions with specific attention given to the duties and tasks to be performed. The new *Restorative Justice* Philosophy of the Prisons Service was central to the syllabus development.

It is expected that these syllabi will also form the basis for training programmes and so contribute to the realization of the new vision for the Prisons Service and thus the achievement of Vision 20/20.

### **PRISONS SYLLABI REVIEW COMMITTEE**

<b>NAME</b>	<b>REPRESENTATIVE BODY/GROUP</b>
Sharon Mangroo	Public Service Examination Board/ Ministry of Education
Dolton Ramsubeik	Ministry of Education
William Alexander	Prisons Service
Allison Clarke	Prisons Officers' Association
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Sterling Stewart	Prisons Service
Carl Vallie	Prisons Service
Gerard Wilson	Prisons Service

## **ORGANIZATION OF THE SYLLABUS**

*The syllabus is arranged in ten sections, consisting of general and specific objectives and related content.*

- SECTION 1 - SUPERVISION OF OFFICERS**
- SECTION 2 - ISSUING, SECURING AND CONTROLLING EQUIPMENT**
- SECTION 3 - QUALITY CONTROL FOR SUPERVISING, SECURING AND REHABILITATING INMATES**
- SECTION 4 - DISCHARGING INMATES**
- SECTION 5 - RECEIPT OR REFUSAL OF INMATES**
- SECTION 6 - OFFICIAL DOCUMENTS AND REPORTS**
- SECTION 7 - MANAGING COMPLAINTS AND BREACHES OF PRISON RULES**
- SECTION 8 - MANAGING DISCIPLINARY MATTERS**
- SECTION 9 - RESPONSE TO EMERGENCY SITUATIONS**
- SECTION 10 - REPRESENTING THE PRISONS SERVICE**

## **SECTION 1:**

### **SUPERVISION OF OFFICERS**

#### **GENERAL OBJECTIVE**

Candidates will be able to:

Supervise a group of officers on a shift, performing various operational tasks related to the supervision, security and rehabilitation of inmates at an assigned correctional institution.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

1. Assess the readiness of officers reporting for duty.
2. Assign duties and responsibilities to staff.
3. Appraise the performance of staff.
4. Advise officers and civilian staff on conduct of duties at an assigned correctional institution.
5. Determine the appropriate response to inmates' requests and complaints. Identify the training needs of staff.
6. Recommend appropriate training for staff.
7. Initiate disciplinary action against supervised staff and inmates.
8. Advise Assistant Superintendent of Prisons on grant of leave to officers.

#### **CONTENT**

1. Principles of personnel management including motivation, communication and liaison between junior and senior officers.
2. Code of Conduct and Rules, Regulations and Station Orders for the operations related to the supervision, security and rehabilitation of inmates at an assigned Correctional Institution.

**CONTENT (cont'd)**

3. Communicate protocols and procedures of the Prisons Service.
4. Staff Appraisal principles, procedures and practices e.g. use of observation tools such as checklists.
5. Job descriptions for Prison Service Drivers, Prisons Officer I, Prisons Officer II, Prison Welfare Officer I and any other staff under direct supervision.
6. Public Service Commission Regulations: Disciplinary process.
7. Policies, Rules and Regulations related to leave and time-off.
8. The treatment of inmates as prescribed by the 1838 West Indian Prison Act and the Revised Ordinance 1950.

## **SECTION 2:**

### **ISSUING, SECURING AND CONTROLLING EQUIPMENT**

#### **GENERAL OBJECTIVES**

Candidates will be able to:

1. Conduct checks of arms, ammunitions, keys, vehicles and other listed items stored at designated areas (on reporting for duty and on handing over) to ensure that they are accounted for.
2. Issue arms and ammunitions to staff as required.
3. Control the use of equipment within assigned areas including restraint equipment e.g. tear gas, mace, handcuffs, body suits, batons, shields.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

1. Verify that arms and ammunitions, vehicles, keys and other listed items are properly handled according to the General Orders and Prisons Service Code of Conduct.
2. Perform the approved procedure when there is a discrepancy in the inventory.
3. Perform the approved procedure when the General Orders and Established Processes are breached.
4. Supervise the use of equipment within an assigned area.
5. Assign staff to security-related tasks in accordance with their degree of competence.

#### **CONTENT**

1. The proper handling, locating and storage of arms, ammunitions, keys, vehicles and equipment as required by Regulations, Station Orders, Policies, Official Guidelines and General Orders.
2. The safe use and operation of firearms, ammunitions and related equipment e.g. tear gas, mace, handcuffs, body suits, batons, shields.

## **SECTION 3:**

### **QUALITY CONTROL FOR SUPERVISING, SECURING AND REHABILITATING INMATES**

#### **GENERAL OBJECTIVES**

Candidates will be able to:

1. Ensure compliance with procedures for supervising, securing and rehabilitating inmates.
2. Ensure maintenance of acceptable levels of sanitation.
3. Ensure that inmates' diets are in accordance with accepted standards.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

1. Assess the procedures and practices for securing and supervising inmates at infirmaries, condemned divisions, high risk and dissociation units, hospitals and areas where prisoners may be under special observation according to accepted standards.
2. Implement appropriate actions when standards are not met.
3. Make appropriate entries in station/section diaries related to occurrences significant to the state of security and rehabilitation programmes at assigned institutions.
4. Prepare nightly reports on the inmate population, classification and state of the station for submission.
5. Assess security of all points of entry and exit.

#### **CONTENT**

1. Approved standards for the treatment of prisoners as found in Relevant General Orders, United Nations minimum standards for the treatment of prisoners, the 1838 West Indian Prisons Act.
2. Approved Health and Safety practices.

**CONTENT (cont'd)**

3. Approved security procedures with emphasis on entry and exit points and night security measures.
4. The restorative justice philosophy and the re-integrative Penal Model.

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## **SECTION 4:**

### **DISCHARGING INMATES**

#### **GENERAL OBJECTIVES**

Candidates will be able to:

1. Discharge inmates at expiration of sentences, to attend court, habeas corpus, clinics, hospital, community work gangs, transfers, weekend leave, payment of fines, bail and/or expiration of detention orders.
2. Ensure that relevant court documents are in order.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

1. Conduct exit interviews with inmates.
2. Authorize exit/discharge of prisoners from the institution.
3. Assess court documents to ensure authenticity and compliance with approved procedures.

#### **CONTENT**

1. Laws, policies, protocols, General and Station Orders and procedures governing the discharge of inmates from prisons (e.g. The Constitution of the Republic of Trinidad and Tobago: Chapters 13:01-13:05: The 1838 West Indian Prisons Act).
2. The computation of sentences and fines.
3. Court and bail documents.

## **SECTION 5:**

### **RECEIPT OR REFUSAL OF INMATES**

#### **GENERAL OBJECTIVE**

Candidates will be able to:

Apply approved procedure to receive or refuse inmates committed into custody by the Courts and/or inmates transferred from other Prison Institutions.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

1. Assess the documents (warrants, transfer records, inmates records) of persons committed into custody by the Courts and/or inmates transferred from other Prison Institutions to determine if they are in order.
2. Inspect persons committed into custody/inmates to confirm identity.
3. Compile list of inmates (Gaol delivery) with outstanding matters at the High Courts and presents this to a judge in Chamber on a monthly basis.
4. Prepare Court lists and discharge list and forward same to the various Prison establishments.

#### **CONTENT**

1. Laws, policies, protocols, General and Station Orders and procedures governing the receipt of inmates into prisons (e.g. The Constitution of the Republic of Trinidad and Tobago: Chapters 13:01-13:05: The 1838 West Indian Prisons Act).
2. Court documents pertaining to committals and transfers.
3. Identification of persons.

## **SECTION 6:**

### **OFFICIAL DOCUMENTS AND REPORTS**

#### **GENERAL OBJECTIVES**

Candidates will be able to:

1. Report to the immediate senior officer on the state of Prison security, rehabilitation and related matters.
2. Certify ledgers, logbooks and other documents prepared by staff.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

1. Prepare reports on the state of prison security, rehabilitation and related matters.
2. Review statements and other documents submitted by staff on the state of prison security, rehabilitation and related matters.
3. Forward reports to the immediate supervisor according to protocols.

#### **CONTENT**

1. Effective listening.
2. Communication.
3. Reporting protocols.
4. Writing protocols.
5. Protocols governing ledgers, logbooks and other official documents (e.g. General and Station Orders).
6. Protocols for the management, security and storage of exhibits.

## **SECTION 7:**

### **MANAGING COMPLAINTS AND BREACHES OF PRISON RULES**

#### **GENERAL OBJECTIVE**

Candidates will be able to:

Take appropriate action on complaints and alleged breaches of Prison Rules and Regulations by junior staff and/or inmates.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

1. Initiate disciplinary procedures.
2. Conduct preliminary inquiries into allegations against junior staff inmates.
3. Prefer disciplinary charges against inmates and/or junior staff.

#### **CONTENT**

1. Principles of forensic investigation.
2. The Prisons Service disciplinary code.
3. Regulations, policies, rules that govern staff and inmates (e.g. General and Station orders, Public Service regulations).

## **SECTION 8:**

### **MANAGING DISCIPLINARY MATTERS**

#### **GENERAL OBJECTIVE**

Candidates will be able to:

Investigate and adjudicate disciplinary matters as required.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

1. Prepare schedule of disciplinary matters.
2. Lead evidence in in-house tribunals.
3. Conduct investigations in disciplinary matters related to officers and inmates.

#### **CONTENT**

Guidelines for presenting evidence before a tribunal:

Regulations, policies and procedures relevant to discipline of officers and inmates such as found in the following: Public Service Commission Regulations, Civil Service Regulations, Industrial Relations Act, Prison rules and regulations drawn from the 1838 West Indian Prisons Act, Young Offenders Detention Order Act Chap: 13:01-13:05.

## **SECTION 9:**

### **RESPONSE TO EMERGENCY SITUATIONS**

#### **GENERAL OBJECTIVE**

Candidates will be able to:

Provide leadership in emergency situations.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

1. Apply appropriate emergency procedures in given circumstances.
2. Evaluate the handling of emergency situations.
3. Produce reports on emergency situations.
4. Perform approved procedure when an inmate dies as a result of an incident or is found dead at a prison establishment.

#### **CONTENT**

1. First aid and emergency procedures (including for escapes, riots, forced cell moves).
2. Safe use of firearms, ammunitions and other related equipment.
3. Crisis avoidance and management.
4. Self defence practices.
5. Debriefing protocols.
6. Stress management interventions.
7. Evacuation plans and deployment of emergency teams.
8. Work of the Interagency Network and Organization of Disaster Preparations Management.
9. Crime scene protection and management.
10. Approved internal investigative procedures.
11. Coroners Act relevant to death of prisoners in Prison.

## **SECTION 10:**

### **REPRESENTING THE PRISONS SERVICE**

#### **GENERAL OBJECTIVE**

Candidates will be able to:

Represent the Prisons Service on Committees and Boards and at Meetings, Conferences, Seminars and Social Events.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

1. Represent the views, interests and corporate image of the Prisons Service.
2. Demonstrate appropriate behaviour at various external functions.
3. Prepare reports on attendance and participations at Meetings, Committees, and Boards etc.

#### **CONTENT**

1. The Prisons Service Strategic Plan 2006-2009.
2. Modern Practices of Prison Management.
3. Restorative Justice Philosophy.
4. Reintegration Penal Policy Model.
5. Reporting Protocols.

## APPENDIX

The following is a list of recommended resource material. Note that this list is not exhaustive list and candidates are expected to source additional resource material as deemed necessary.

1. Public Service Regulations
2. The Prisons Service Code of Conduct.
3. 1838 West Indian Prisons Service Act
4. Public Service Commission Regulations,
5. Task Force Report 2002 (Philosophy, Policy, Model of Rehabilitation, Strategies and Outcomes),
6. General Orders (General Order # 72 of 1090)
7. Station Orders.
8. Constitution of Trinidad & Tobago Prisons Service Act, Chap. 13:01- 13:05
9. Constructive Regime Programmes, The Re-integrative Penal Policy and the Shared Responsibility Model
10. Visit Protocols
11. Mission, Vision and Strategic Objectives of the Prisons Service
12. Industrial Relations Act
13. Young Offenders Detention Order Act Chap: 13:01-13:05

## **BIBLIOGRAPHY**

We must acknowledge the undermentioned local, regional and international source documents which were consulted in the preparation of the syllabus.

- 1) Apply Basic Communication Skills  
Standards and Assessment Development Unit BSB03  
National Council on Technical and Vocational Education and Training (2003)
- 2) Arizona Correctional Officer Training Academy Cota Curriculum Details  
[http://www.azcorrections.gov.adc/employment/cota\\_curriculum.asp](http://www.azcorrections.gov.adc/employment/cota_curriculum.asp)
- 3) Bloom's Taxonomy  
Bloom et al taxonomy of the cognitive domain. Educational Psychology  
Interactive Valdosta, G.A. Valdosta State University – Huitt (2004)  
<http://chinon:valdosta.edu/whuitt/col/cogsys/bloom.html>
- 4) Curriculum Development in Vocational and Technical Education Planning,  
Content and Implementation –Waukesha County Technical College-  
Finch & Crunkilton (1996)
- 5) Follow the Organisation Policies, Procedures and Programs  
Standards and Assessment Development Unit HER 03  
National Council on Technical and Vocational Education and Training. (2003)
- 6) Government of Trinidad & Tobago Job Specification and Description (1998)
- 7) Government of Western Australia – Department of Corrective Services  
Prison Officer Recruitment Information Brochure  
[www.correctiveservices.wa.gov.au](http://www.correctiveservices.wa.gov.au)
- 8) Lead and Manage People  
Standards and Assessment Development Unit BSS03  
National Council on Technical and Vocational Education and Training (2003)
- 9) Learn Direct Careers Advice – Prison Officer  
<http://www.learndirect-advice.co.uk/helpwithyourcareer/jobprofiles>

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- 10) Occupational Profile–Prison Officer–AGCAS  
[www.prospect.ac.uk/links/occupations](http://www.prospect.ac.uk/links/occupations)
- 11) New Approaches to Management of Prison in the 21<sup>st</sup> Century  
– Galille College  
<http://www.galilcol.ac.il/page.asp?id=31>
- 12) Probation and Parole – CJS 227 – Sauk Valley Community College Course  
Outline A. Leon Hamlin(1999)
- 13) Public Safety Curriculum and Professional Development Project Correctional  
– Science Curriculum (1996) Foster & Hayes
- 14) Sample Basic Training Outline – Gary Hill
- 14) Trinidad and Tobago Prison Service Strategic Plan 2006-2007
- 15) Trinidad and Tobago Prison Service Business Plan 2006/2007
- 16) Trinidad and Tobago Prison Service General Order No: 103  
of 2002 Promotion Examinations
- 17) Trinidad and Tobago Coroners Act Chapter 6:04
- 18) Trinidad and Tobago Prisons Act Chapter 13:01, 13:02
- 19) Trinidad and Tobago Young Offenders Detention Act Chapter 13:05

End