



**TRINIDAD & TOBAGO  
PUBLIC SERVICE COMMISSION  
ASSISTANT SUPERINTENDENT OF PRISONS  
EXAMINATION SYLLABUS**

**EFFECTIVE FROM MAY/JUNE 2008**



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**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.

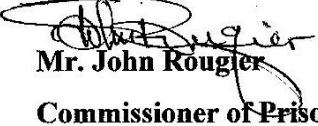
It is aimed at providing a contemporary and relevant guide for 1<sup>st</sup> and 2<sup>nd</sup> Division Prisons Officers in their preparation for promotional examinations to the ranks of Assistant Superintendent, Prison Supervisors and Prison Officers II.

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 Rouquier

**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 the protection of the society and crime prevention by facilitating the opportunities for habitation/rehabilitation of offenders while maintaining control under safe secure and humane conditions.

## **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.

### **Objectives**

- To ensure the safe custody of inmates who are committed to Prison custody by the process of law.
- To ensure that inmates are kept in a healthy and humane environment.
- To develop programmes which facilitate the restorative and reintegrated treatment of inmates in keeping with modern penological initiatives.
- To maintain structures and provide amenities for the accommodation, comfort, physical, social and spiritual well being of inmates.
- 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.
- 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.
- Meeting and maintaining U.N, International Standards and other best practices.
- To attract, train, develop and maintain suitable staff to facilitate the objectives at (i) to (vii).

### **Vision**

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

### **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 SYLLABI REVIEW COMMITTEE**  
**MEMBERS OF COMMITTEE**

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## **ORGANIZATION OF THE SYLLABUS**

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

**SECTION 1 - ADMINISTRATION OF PRISON SERVICE POLICY**

**SECTION 2 - MANAGEMENT AND SUPERVISION OF HUMAN RESOURCES**

**SECTION 3 - MANAGEMENT OF DAILY OPERATIONS**

**SECTION 4 - MANAGEMENT OF SECURITY SAFETY AND SANITATION**

**SECTION 5 - MANAGEMENT OF INMATES**

**SECTION 6 - ADMINISTRATIVE INVESTIGATIONS**

**SECTION 7 - ACCOUNTING FOR PROPERTY AND EQUIPMENT**

**SECTION 8 - MAINTAINING OF RELATIONS WITH THE COMMUNITY**

**SECTION 9 - PERFORMANCE RELATED FUNCTIONS**

## **SECTION 1:**

### **ADMINISTRATION OF PRISON SERVICE POLICY**

#### **GENERAL OBJECTIVE**

Candidates will be able to:

Assist the Superintendent of Prisons in developing, coordinating, executing systems and procedures related to the rehabilitation, security and safety of inmates at an assigned correctional institution.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

- Evaluate systems and procedures at an assigned institution.
- Make policy recommendations to ensure that Custodial and Correctional Priorities that are streamlined and complementary to Organisational objectives.
- Update institutional procedures in keeping with approved policy.
- Disseminate policy and procedural changes to staff.
- Ensure the application of Restorative Principles i.e. conflict resolution, mediation, alternative dispute resolution and behaviour modification in the operation and management of the Prison Institutions.
- Deputise for the Superintendent of Prisons when necessary.

#### **CONTENT**

- The Re-integrative Penal Model and Restorative Justice Philosophy, its strategies, programmes and processes.
- The concept of Restorative Justice and its' application to the Prisons Service of Trinidad & Tobago.

**CONTENT (cont'd)**

- The Shared responsibility model of corrections and the roles of various stakeholders: offenders, victims, community, prison, family, state.
- The Strategic Plan of the Prison Service 2006-2009: Goals and objectives, programmes to be implemented, process for accessing programmes, roles of custodial, professional and correctional staff, case workers rules and regulations governing each programme.
- Principles and practices of prison administration.
- Prison rules and regulations and modern penological principles and practices.
- Supervision of work of subordinates.
- Principles of effective communication.

## **SECTION 2:**

### **MANAGEMENT AND SUPERVISION OF HUMAN RESOURCES**

#### **GENERAL OBJECTIVE**

Candidates will be able to:

Manage the Human Resources within a station in accordance with the agreed mission and policies of the Prisons Service.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

- Make appropriate staff assignments.
- Identify staff training needs.
- Provide for staff training.
- Provide staff with feedback on their performance.
- Prepare staff appraisal reports.
- Assist in staff career development.
- Promote communication up and down the chain of command.
- Resolve conflicts.
- Respond to formal staff grievances.
- Take or recommend appropriate disciplinary action.
- Administer contract and personnel policies.
- Refer staff to appropriate employee assistance programmes when needed.
- Promote the philosophy of the Prison Service.
- Ensure equality of opportunity.
- Promote positive staff morale.
- Provide counselling and guidance and coaching to subordinates.
- Practice positive industrial relations.
- Make recommendations for leave to the Superintendent of Prisons.
- Inspect and address parades.

## **CONTENT**

- Prisons Rules and Regulations as they relate to Prison Management and Operation.
- Prisons Regulations as they relate to staff behaviour.
- Human Resource Management processes and procedures.
- Human Resource Development models and policies.
- Models and styles of leadership.
- The Prisons Training Plan.
- The 1838 West Indian Prisons Act.
- Terms and conditions of service, Regulations, Orders (Related to Duties) and various types of leave.
- Approved Communication protocols of the Prisons Service.
- The 2006 -2009 (Current) Strategic Plan of the Prisons Service.
- The Industrial Relations Act.
- Models of Motivation.
- The Task Force Report 2002 as it relates to mediation for officers.
- The Constitution of Republic of Trinidad and Tobago (Chap. 13 sections 01- 05) Chap. 6 section 4.
- The United Nations Standard Minimum Rules for the Treatment of Prisoners
- The Public Service Performance Appraisal system.
- Public Service Commission Regulations.
- Public Service Code of Conduct.
- The Civil Service Regulations.

## **SECTION 3:**

### **MANAGEMENT OF DAILY OPERATIONS**

#### **GENERAL OBJECTIVES**

Candidates will be able to:

Conduct daily inspections of assigned correctional institutions to ensure that procedures for securing, supervising and rehabilitating inmates are being followed and that acceptable levels of sanitation are maintained.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

- Conduct daily inspections of an assigned station.
- Treat with routine and emergency issues related to the operational and administrative management referred during a tour of duty.
- Visit inmates in the Infirmary, Condemned Divisions, Punishment Divisions, High Risk and Dissociation Units, State Hospitals and Courts in accordance with policy.
- Evaluate the deployment and work progress of inmate work gangs .
- Monitor attendance and work performance of supervisory staff.
- Evaluate targeted recreational and rehabilitative programmes for inmates.
- Develop recreational and rehabilitative programmes for inmates.
- Certify ledgers, registers and other records utilised by staff, to ensure proper maintenance.
- Review entries in station/section diaries for compliance with standards.
- Monitor daily logs and reports for information.
- Take appropriate action inmate’s requests and in accordance with regulations and Departmental Policies.
- Facilitate the dissemination of information to staff.

## **CONTENT**

- The Service Act: diet, recreation.
- The Entitlements of inmates.
- The Duties of Superintendents in relation to inmates in the infirmary etc.
- The Occupational Health and Safety Act.
- The United Nations Minimum Standards for the Treatment of Prisoners : both general and special categories such as inmates in the Infirmary, Condemned Divisions, Punishment Divisions, High Risk and Dissociation Units, State Hospitals and Courts.
- Policy, rules and regulations that govern records and record keeping.
- Protocols for daily inspections.
- Approved recreational and rehabilitative programmes.
- Communication protocols of the Prisons Service.
- Use of firearms, teargas and fire fighting equipment.

## **SECTION 4:**

### **MANAGEMENT OF SECURITY SAFETY AND SANITATION**

#### **GENERAL OBJECTIVES**

Candidates will be able to:

Co-ordinate custodial and security measures in an assigned institution.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

- Examine the state of Prisons Security to ensure that established security measures are functional and that Prison Officers are alert and performing their duties effectively and efficiently as directed.
- Conduct inspections of correctional institutions at nights, weekends and public holidays to ensure that established security measures are functional and that prison officers are alert and performing their duties effectively and efficiently.
- Recommend improvements to security processes based on evaluations.
- Ensure control of keys, tools, security equipment and supplies.
- Manage emergency situations in accordance with policy.
- Review all ledgers and entries related to occurrences significant to the state of security at an assigned correctional institution.
- Ensure that inmates are properly secured.

#### **CONTENT**

- General Orders; Chap. 13:1:13 (Use of Force), 13: Prisons Service Code of Conduct and related to Arms and Ammunitions.
- The Laws of Trinidad and Tobago: The Prisons Act 1974; The Prisons Service Act; The West Indian Prisons Act 1838.
- Reporting protocols of the Prison Service.

**CONTENT (cont'd)**

- Proper handling of arms and ammunitions according to the General Orders and Prisons Service Code of Conduct.
- The procedures to be followed when the general orders and established processes are breached.
- Classification of prisoners.
- Emergency procedures.
- Use of firearms, teargas and fire fighting equipment.

## **SECTION 5:**

### **MANAGEMENT OF INMATES**

#### **GENERAL OBJECTIVES**

Candidates will be able to:

Assist in the creation, implementation and management of programmes which facilitate the reformative and rehabilitative treatment of inmates, under the re-integrative Framework and the Shared Responsibility Model of corrections.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

- Ensure that the quality and quantity of inmates' diets is of the approved standard.
- Assess the work of gangs working outside the station.
- Investigate all complaints and requests of prisoners.
- Supervise the interview of all prisoners on admission and discharge.
- Censor all letters to and from prisoners in accordance with policy.
- Counsel inmates on the various programmes available for their rehabilitation.
- Ensure that all written instructions of the Medical Officer are carried out.
- Assess progress of inmates' work in programmes.

#### **CONTENT**

- Relevant general orders such as but not limited to:  
#161 of 1982  
#22 of 1997
- Relevant regulations such as but not limited to #15, #21.
- The Laws of Trinidad and Tobago: The Prisons Act 1974; The Prisons Service Act; The West Indian Prisons Act 1838.
- Policies, rules and regulations relating to letters to and from prisoners.

**CONTENT (cont'd)**

- Counseling practices.
- Individual and group behavior under conditions of restraint.

## **SECTION 6:**

### **ADMINISTRATIVE INVESTIGATIONS**

#### **GENERAL OBJECTIVE**

Candidates will be able to:

Investigate alleged breaches of Prison Rules and Regulations.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

- Evaluate the performance of staff as it relates to disciplinary issues arising in the job performance.
- Prefer disciplinary charges when breeches of terms and conditions of service or the prison code of conduct are determined.
- Investigate other alleged breaches of misconduct as detected, relating to the operations of the Correctional Institution.

#### **CONTENT**

- Terms and conditions of service, relevant policies, regulations, general and station orders.
- The Prisons Service Code of Conduct.
- Public Service Commission Regulations 85 and 90.
- Approved procedures to be followed in an investigation of misconduct.

## **SECTION 7:**

### **ACCOUNTING FOR PROPERTY AND EQUIPMENT**

#### **GENERAL OBJECTIVES**

Candidates will be able to:

Supervise the allocation and use of materials and equipment including arms, ammunition, keys and other selected items.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

- Recommend the acquisition of resources.
- Ensure the most effective use of resources to promote organisational efficiency and accountability.
- Prepare weekly returns of arms and ammunitions to ensure proper accountability.
- Monitor all operations, including transport, farms and stores at a given station.

#### **CONTENT**

- The Public Service Code of Conduct.
- The Exchequer Act, financial instructions and stores regulations.
- The procedures to be followed when there is a discrepancy in the inventory.
- Approved procedures for procurement and disposal.
- Prison Rules and Regulations as they relate to Prison Management and Operation.
- Relevant General Orders.

## **SECTION 8:**

### ***MAINTAINING OF RELATIONS WITH THE COMMUNITY***

#### ***GENERAL OBJECTIVE***

*Candidates will be able to:*

Represent the Prisons Service in an official capacity on committees, boards, meetings, conferences, seminars and social events, as directed.

#### ***SPECIFIC OBJECTIVES***

*Candidates will be able to:*

- Represent the Prison Service with community groups.
- Maintain good working relations with other agencies.
- Serve on Ministerial and inter-ministerial committees and external organizations.
- Promote staff participation in events such as conferences, seminars.

#### ***CONTENT***

- Prisons Regulations as they relate to staff behaviour in public.
- Relevant social protocol.

## **SECTION 9:**

### **PERFORMANCE RELATED FUNCTIONS**

#### **GENERAL OBJECTIVE**

Candidates will be able to:

Perform other duties related to job function which may be assigned from time to time.

#### **SPECIFIC OBJECTIVES**

Candidates will be able to:

- Lecture to recruits undergoing induction training.
- Lecture at in-house professional development training modules for junior staff, in specific areas of operational competencies that facilitate and on the objectives of the Trinidad & Tobago Prisons Service.
- Ensure the implementation of the strategic priorities.
- Provide on-the-job training.
- Make training recommendations for the immediate subordinate rank.

#### **CONTENT**

- Code of Conduct; Prisons Service Act, The Laws Trinidad & Tobago as they relate to Prisons and all pertinent General and Station Orders.
- The training process and administrative procedures that allow for the dissemination of accurate information to junior staff both in terms of information and practice.

## **APPENDIX**

**List of some recommended resource material.**

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

- Public Service Regulations
- The Prisons Service Code of Conduct.
- 1838 West Indian Prisons Service Act
- Public Service Commission Regulations,
- Task Force Report 2002 (Philosophy, Policy, Model of Rehabilitation, Strategies and Outcomes),
- General Orders (General Order # 72 of 1090)
- Station Orders.
- Constitution of Trinidad & Tobago Prisons Service Act, Chap. 13:01- 13:05
- Constructive Regime Programmes, The Re-integrative Penal Policy and the Shared Responsibility Model
- Visit Protocols
- Mission, Vision and Strategic Objectives of the Prisons Service
- Industrial Relations Act
- The Exchequer Act
- The Service Act
- The Prisons Training Plan

## **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>

***“ASSISTANT SUPERINTENDENT OF PRISONS EXAMINATION SYLLABUS”***

- 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