



Fiji Corrections Service



Commissioner's Intent



Commissioner's Intent



This document is my Intent, for the Fiji Corrections Service (FCS) on how, we will go about our business. This Intent represents my higher level requirements for shaping and developing the FCS. These are my directions to the Correction Service - our journey in next five years. It is aligned to the strategic

the priorities of Government interlinked with the Roadmap for Democracy and Sustainable Development Socio-Economic Development (RDSSED) and Peoples Charter for Change, Progress and Peace (PCCPP) including the 2013 Constitution. I would expect future Commissioners will reissue this document as the Corrections Service evolves to meet the changing circumstances of this noble profession.

This document has a linkages to the revolving FCS Strategic Plan, FCS Act, Commissioners Orders, Standard Operating Orders, Rehabilitation Policy, our annual Corporate Plan and Small Business Units Plans under the Trade and Manufacturing Account. I expect these documents to be the stimulant in driving my Intent. Other FCS Policy's will cascade from these documents and many will also link to changes in Government Policy, Planning Documents and Legislation.

Many members of the Corrections Service and other organisations will read this Intent, hence the removal of any classification. It contains the broad strategic direction the Fiji Corrections Service must take over the following years if we are to meet our mission of 'positively restoring lives.' I expect all Correction leaders, senior and junior, to read my Strategic Intent so that your decisions and actions are aligned to Corrections overall direction as set out in the following pages.

Much more detail will be required in those implementing documents to turn the general concepts outlined in this document into plans and concrete action. Talking is not enough; action is required.

Much of the underpinning operational work will be restricted; but some of it can be discussed in an open forum. These concepts themselves are also open to review at periodic intervals to ensure that they remain relevant to our circumstances and that Corrections is indeed on the right track. What is most important is that all of us take responsibility for shaping the destiny of our Corrections Service and implementing the required decisions in the most effective ways possible. We are all responsible for delivering the Correction Service of the future.

***Talking is not enough;
action is required.***

The FCS develops as part of the overall Discipline Services. We will think and act 'Joint' wherever that will improve our ability to operate seamlessly and cooperatively with other Services so that maximisation of synergies can be achieved.

There are many dimensions to creating and sustaining one of the world's best Corrections Services, which is what we unashamedly aspire to do. We must be good at our profession of rehabilitation, as Correction Officers, ensuring the security and well being of all those under our custody. We must also be good at keeping the FCS relevant to the people of Fiji, for it is them we serve through the Government of the day.

While there are many people involved in meeting our operational commitments, there are many others dedicated to providing them with the tools and support that they need to do their job. The Correction Service is a team - a team of many teams. We are also part of the Discipline Services Team, along with our comrades in the Republic of Fiji Military Forces and Fiji Police Force plus our compatriots in the Civil Service. Throughout this document, when I discuss Corrections people, I intend it be read to include those in uniform and our Corrections civilian staff.

F.B. KEAN OF, CSM, psc(j)
Commander
Commissioner of Corrections

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Strategic Approach

This document shows the strategic approach we will adopt. FCS will be a strategy focussed organisation, with budgets approved by Government that link to strategies to achieve our desired outcomes. Strategies will provide the FCS with options so that we are not locked in to rigid or doctrinal solutions. We will operate within these parameters, but we will also have an undiminished can do attitude when the circumstances demand it of us.

To ensure that the FCS is working coherently, we must balance many conflicting demands. It is not good enough to keep pressing the operations button harder if it is driving the rest of Corrections into unsustainable overdrive and financial difficulties. On the other hand, the focus of what we will do is to ensure that appropriate and timely operational capabilities are the best that can possibly be delivered with the people and resources at our disposal.

This document provides a synthesis of the existing policies and strategies of the Corrections Service and Government. It reflects current circumstances, but it also makes direct and obvious provisions for the future. Central to this document is the key focus on the transformation journey on how Corrections can uphold rather than undermine social order, through its rehabilitation efforts.

In all of this, as Commissioner of Corrections, I seek to identify the strategic thrusts that we must be able to control or influence directly, in order to achieve its goals within the broader intentions of Government.

Onward from Here

The Corrections Service has been an intrinsic part of Fijian history. Our humble beginnings at the Totogo Government Station in 1874 soon after Cession in Levuka, Ovalau reflects the great contributions FCS has contributed towards our national development. The system existed for three main reasons; firstly to detain and punish those who break the laws of the Colony, secondly, to deter the possible offender and thirdly, the most important, to train the prisoners to become useful citizens. One hundred plus years on and we are revisiting the importance of ensuring those under our care are successfully reintegrated into our society; 'contribute positively to our country, Fiji.

This document, however, is about the future and not the past. It is about what kind of future we are striving for and how to turn that vision into a reality. We can influence the future but we cannot alter the past; and to know what kind of future is appropriate and worth struggling for, we need to understand both our past and the present. We need to understand our history, and we how we got here.

Fiji Corrections experience in general and our formative history is particular, has tended to result in Corrections involvement in shaping Fiji's security being somewhat understated; Corrections is the 'Noble Service.' Little is known about the massive contributions Corrections contributes to the security and well being of our nation.

Forming the Corrections Service was a key event in the early days of our nationhood under colonial rule. The establishment of the Suva Gaol in 1887 resulted in the taking over of the mental hospital and the duty of burials in the Old Suva Cemetery. This goal comprising of a collection of huts was at the foot of the old hospital. Interestingly, duties at the time included the escorting of Hospital Sisters into Suva and back during dark hours.

Inherently flexible, the Corrections Service has ever since been consistently employed in support of Government policy; sovereignty enforcement, safety and security of our citizens, humanitarian aid to the civilian community, international peace support operations and effective rehabilitation of those under our care.

The Corrections Service is one of our oldest continuously existing national institutions, and one that gives it a great legacy in the hearts of many Fijians. We must never forget that we are at the receiving end of all that have fallen on the wrong side of the law. The calling to restore lives has never been louder.



COMCOR INTENT

Corrections will promote its place in Fijian history in a manner that recognises its relevance to the fabric of the nation.



Where To?

One hundred years after annexation, the Fiji Correction Service must now apply its understanding of how to manage and develop a Corrections Service which can alleviate the pain of poorly planned and executed strategies. We must convey this understanding to those to whom we are responsible - the Fiji Government.

For the Corrections Service, there is an intricate challenge in ensuring that there is this national understanding of the complexities and benefits of Corrections as a national institution, without seeking national idolatry. The Corrections Service must become less of a 'silent service' - and be able to articulate its case amongst the many competing pressures that Fiji faces as a nation.



COMCOR INTENT

The FCS will seek to establish a very high sense of understanding and ownership of it by the Fijian people.



The paradigm shift from containment to corrections continues to be a major cultural challenge for FCS. The blending models of retribution versus rehabilitation plus order versus freedom are key transformation focal points which FCS are endeavoured to manage prudently. The headway made in embracing these changes are commendable however more is to be done - this is the challenge to FCS. The FCS rehabilitation flagship under the 'Yellow Ribbon Campaign' is a key driver of this strategy.

The Corrections Service must own and control its own reputation. No successful organisation of relevance and standing in the community can afford to outsource such an important matter. We must develop an extensive and productive relationship with the Fijian public and the media. This will require a consistent and unceasing effort by Corrections people, both individually and as an organisation, to interact with the community in ways which Fijians can relate. Ultimately, the success of Corrections Service depends critically on the Fijian people taking ownership of their organization. Corrections Service people are Fijian volunteers serving their fellow Fijians with pride.

Corrections Vision

To effectively rehabilitate all inmates that they will become law abiding citizens, who contribute positively to our country, Fiji.

Our vision is a noble obligation of the great commission. We must impress upon ourselves this commitment of a higher calling to transform lives

Corrections Values

Family - the stability in our family's play a key role towards the effective and efficient delivery of our services.

Integrity - staying within our left and right of arc at all times in the decisions we make.

Loyalty - commitment to each other, in and out of uniform.

Honesty - all FCS people are to commit to an honest day's work - a simple, yet powerful statement.

Empathy - value the contributions of all FCS people - strategic private concept.

Leadership - everything rises and falls on leadership. "I do not know the key to success, but the key to failure is trying to please everybody - we are not in a popularity contest."

Corrections Mission

To positively restore lives.

'The heart of our work as Correctional People is REHABILITATION.'

Corrections Motto

Semper Restituens - Always Rehabilitation

Corrections Roles & Responsibilities

The roles and responsibilities of the FCS has evolved over the years. The paradigm shift from containment to corrections has been at the forefront of our service delivery. This transformation is a massive task to unhooking a deep rooted culture of 'violence' synonymous with the strategy of containment.

This transformation is still in its formative years having begun in 2008, however, dwindled in implementation since 2011.

The introduction of our first motto for FCS, Semper Restituens - Always Rehabilitation, is the call to arms for all Officers, men and women of this noble profession, to embrace the deepest need for rehabilitating those under our care. We are in the business of restoring lives.

Security - A central role in our work is the security of our Institutions and the security of all convicts and non convicts. The physical standing and perimeters of all FCS Institutions must be secure and sound. The practical secure escorting of all convicts and non convicts must be executed in a vigilant and professional manner at all times. The security of all FCS personnel is vital towards the successful implementation of our security.

Safety - We shall comply to the well being of all convicts and non convicts in line with the best safety practices obligated by law.

Through Care - It shall be our business to ensure that all those that transit under our care undergo the relevant rehabilitation training program to secure their future when they leave this first prison. The importance of ensuring the mental strength of those under our care when they depart is vital to their success during the aftercare period outside of prison. We must strive for zero recidivism. The core of our role as Correction Officers is Rehabilitation; we are all Rehabilitation Officers.

Corrections Objectives

Sound Sure Security - zero escapes

Enhanced Inmate Management - minimize complaints

Effective Delivery of Rehabilitation - no one returns

Improved Infrastructure - safe working environment for all

Thriving Business Enterprise - an ingredient to successful rehabilitation

Flawless Customer Services - to all

Strategy Map



Delivering Results

The Corrections Strategy Map is a pictorial plan of the interlocking span of roles central to our delivery. It summarizes high level concepts into a graphical representation of how the elements contribute to the overall strategy of Corrections.

Our Strategy Map aligns with our core roles, objectives and the desired outcomes. Our Corrections model is concentric with the heart of our delivery as rehabilitation. This rippling strategy map signifies the holistic effort required by all arms of FCS to deliver on the expectation of Government and our customers.

In ensuring the effective delivery of my Intent through this strategy map, I have envisaged our strategic themes as follows, Resource Management, Operation Preparedness, Best Practices, Our People, Capability Management and Through the Lens.

These strategic themes are aligned to our six Corrections Objectives, whose performance measures will be allocated and captured annually in our Annual Corporate Plan and the FCS five year Strategic Plan. These Performance Measures are critical in ensuring that we meet the expectations of Government and our Customers.



GOMCOR INTENT

We will be an intergral component of the wider Discipline Service. We will ensure that our daily contributions are clearly linked to higher intent of our national obligations.



Achieving Success. Success is measured by results - getting things done. Corrections will be an 'action driven organisation', where we get results through the talents and effectiveness of our people and measure our success by their achievements.

FCS is part of the wider Disciplined Service in Fiji. This requires us to organize ourselves and behave in such a manner that supplements the overall safety and security of our nation, our humble contributions to international peace and good order, plus most importantly ensuring that our operational capabilities are kept in tune.

Accountability. Accountability is vested in individuals and it cannot be delegated. Accountability goes to the heart of ensuring a clear chain of responsibility for all matters associated with proper operations of the FCS. There is an unambiguous correlation between organisations that fail and those that have not recognised that individual accountability is absolute and cannot be abrogated or abandoned.

Accountability of the Commissioner of Corrections

The Commissioner of Corrections is a Constitutional Offices Commission appointment made by His Excellency the President of the Republic of Fiji. Responsibilities of the Commissioner of Corrections is enshrined in the 2013 Constitution of the Republic of Fiji, Section 130.

In summary the Commissioner of Corrections:

- Responsible for the organisation and administration of the Fiji Corrections Service;
- Responsible for the deployment and control of its operations;
- Powers to appoint persons to the Fiji Corrections Service;
- Powers to remove persons from the Fiji Corrections Service;
- Powers to take disciplinary action against persons in the Fiji Correction Service.



COMCOR INTENT

The FCS will ensure that Officers, men and women including civilian staff understand and accept their responsibilities and personal accountabilities to higher authority.



Resource Management

Use of Resources

The FCS is provided with financial resources to achieve the outcomes sought by the Government. We must be efficient in what we do - it is absolutely essential that we apply resources to the right things and that we do not waste the public's money. The FCS represents almost of \$39 million per year of tax payers money.



The FCS will provide efficient and effective use of resources.



An organisation that is 'efficient' may not necessarily be fully 'effective.' There is a constant requirement to test ourselves against performance standards that relate to our mission.

Governance



Governance involves the application of values, processes and commitments to achieving outcomes plus outlining how accountability, authority and responsibility is exercised within a framework for the management and administering of the FCS; in simple terms it is how we do business. Our approach to governance needs to be aligned within all parts of the FCS and with the wider Disciplined Service. When a misalignment is found, we must adapt and realign ourselves so that our accountabilities to the Government

and the people of Fiji are never put at risk.



FCS will ensure that there is a clear, comprehensive corporate governance framework..



Operation, Preparedness

Operational Effectiveness

Our operations are challenging and demanding. It is vital that we are able to measure through both objective and subjective means, the operational effectiveness of the FCS. This allows weaknesses to be identified and addressed. This focus on operational effectiveness also allows scarce resources to be optimally used.



FCS will commit to developing appropriate measures for effectiveness monitoring across our operational spectrum.



Optimisation

Operations involves the consumption of resources and the testing of men and women in strenuous circumstances. Neither our people nor equipment can remain on task for indefinite periods, however we must be capable of meeting the Government's requirements when the demands are placed on FCS. We must understand the requirement to sustain Corrections people and equipment.



FCS will optimise the ability to achieve agreed readiness levels.



Working Smarter

FCS needs to be constantly searching for smarter ways of being more professional and capable of fulfilling our mission. We need to understand our mission. We need to understand our profession in great depth and constantly challenge why things are done in particular ways - we need to challenge ourselves to do better.



FCS will strive to operate smarter as a professional team.



Doing things because 'that is always how we have done things' is indefensible if there are smarter ways of winning. This is not about change for change sake - but about building on our past, rather than letting it hold us back. The world will continue to change - we must be change drivers.

If we are to operate smarter, Corrections must continually learn and innovate. We must learn to become a true learning organisation. Fighting today's battle with yesterday's methods will inevitably lead to failure.

Logistic Support

Having effective logistics support ensures that FCS has the ability to sustain our operations. This means ensuring we focus on quality control and appropriate measurements to ensure our logistical service delivery are at optimum levels at all times. We must be focussed on our performance when dealing with those who supply Corrections with all items it needs for its tasks. Logistics support must be timely with quality.



FCS will ensure sustainable and quality logistics support.



Administrative Support

Professional administrative processes must be thorough, correct, timely and above all proactive to ensure sound service delivery to all customers. Sound administrative practices must be central to the daily delivery of services to our FCS people. Procrastinating administrative decisions is unacceptable. The security of information must be at the forefront of our daily administrative work.



FCS will strive to pursue excellence in all its administrative work.



Security Systems

We best mitigate and manage these risks by inculcating a culture of 'security first.' Security must be a fundamental consideration in every aspect of day-to-day operations by the FCS. We must take a considered approach to security management processes and put in place systems which will identify and manage risks.



FCS will improve our security systems.



Fit for Purposes

In the demanding Correction operating environment, every component of the FCS must be able to withstand the rigours of those operations. Recruiting the best must be a priority to ensure that FCS is an operationally driven and knowledge based organization. All education and training must be conducted with a complete understanding of what a person is to do and how to do it safely.

The design of our Corrections Institutions must be security focused to ensure the safe execution and monitoring of all custodial work. The acquisition of equipment to support our operations must be conducive to meet the challenging the Corrections work environment.

It is a fundamental challenge to FCS Leadership to ensure that our training systems, Correction Institutions and equipment are coherent and conducive to empowering our Officers, men and women.



FCS will ensure that correction institutions and equipment plus our training regimes are fit for purpose and meet safety standards.



Safety Culture

Clear awareness of the dangers of Corrections profession means that we must have a culture of recognising problems and dealing with them in a 'no blame manner.' There is to be no passing of the buck or turning a blind eye when circumstances demand strong leadership - or the courage to say 'no'. Safety is a matter for everyone.



The FCS will instill a strong culture of organizational safety.



Best Practices

Continuous Improvement

Improvement of our professional standards and how we do business should be a way of life. Opportunities for improvement to business processes can generally be found in most parts of the Corrections, simply because we have committed people who are encouraged to question why the FCS does business the way it does.



The FCS will implement measured continuous improvement.



The adage of, 'if you can't measure it you can't manage it' applies to all aspects of FCS. Those who are responsible for delivering results and that means everybody, must have a clear understanding of how they are measuring their performance or that of those for whom they have responsibility. Without measurement, we cannot tell if improvement has taken place. Not all change is an improvement on the past. Change and improving our performance must be at the forefront of all we do.

Risk Management

Corrections work involves daily risks that must be mitigated appropriately with well thought out tactics and plans. Continuous scanning of our work environment is key to effectively assessing the situations at hand, formulating effective responses and the thorough execution of courses of action appropriate to the circumstances. This same philosophy must be applied to all parts of the FCS.



FCS will improve risk management practices.



Organisational Relationship

FCSC does not own all of the of the resources or organisational elements that it needs to provide effective support for its operations. Many resource elements that support the FCS core roles are located outside of the FCS because they play an integral part of our operations.



The FCS will strengthen relationships with fellow Discipline Services and key stakeholders.



FCS must strive to work cooperatively with our partner Disciplined Services and all stakeholders that can contribute to the success of our organisation. This places a great emphasis on FCS people being smart customers, especially good at understanding the complexities of their requirements and the limitations within which these services must work.

Getting results requires the FCS to use values and processes that maximise the talents of its people and the financial resources it has at its disposal.

Capability Management

Holistic Approach

Effective capability management requires teaming between all of those who contribute to the generation of capability requirements, the acquisition and support of the capability and its eventual disposal.

We must ensure that FCS internal arrangements and those of external organisations, operate in harmony and that there is a clear understanding of all of the issues that go towards having a holistic approach to capability management.



FCS will develop holistic capability management.



Effective Budgeting

Capability budgeting is very complex and requires effective forward planning. The sound utilisation of budgetary allocation is important for implementation of programs and projects crucial to the FCS. The need to work in unison by all Units in FCS is paramount to achieving this goal.



The FCS, will plan well to deliver effective capability budget management.



Proper Acquisition

Acquisition of stores, equipment and implementation of capital purchases and projects must adhere to all Financial Legislation and Procurement Regulations. It is paramount that the processes for these acquisitions are adhered to closely by all FCS personnel.



The FCS will adhere to all procurement processes.



Through the Lens

One of the most important responsibilities of senior leaders is to shape the future of their organisation. Only by participating in the development of our future can we shape its course. FCS Leaders must constantly be aware of the need to balance current operational requirements with the need to provide for future capability needs.

Every member of the FCS helps shape the future of Corrections in some way or the other - 'strategic private concept.' We value the positive contributions of all FCS people irrespective rank or appointment.

The call for leadership from senior staff has never been louder in FCS. We must be the pillar for all junior staff to take their cue from in relation to shaping our future.

Corrections Reputation

Understanding what our reputation should be, is a concern for everybody in the FCS. Our reputation should match our vision; it should be that of good Fijians serving their country. The reputation of the FCS is a function of the people in it and how they have responded to the daily challenges they face. Good reputations can only be won over a long period of consistent high performance. They can be lost in very short order through irresponsible behaviour and not living Corrections values.



The FCS will promote the Corrections reputation.



Building for the Future

Strategic policy development is one of the most important tasks for the senior leadership. Its importance to the country means FCS policy has critical and very long lasting consequences, it is therefore vital to get it right.



The FCS will improve our ability to shape policy.



FCS is an instrument of Government policy and its effective construct and overall capabilities will provide a very wide range of options to superior authority. The implementation of these policy's is vital to the overall success of our service delivery to government and our citizens.

Planning for our Future

An organisation as diverse as FCS must always be thinking about its future to ensure that it evolves in the most appropriate way. There are no shortcuts to planning. In FCS case, that means understanding a vast range of factors that could shape our future - from understanding the security landscape, technology development to support security, future operational concepts, evolution of professional knowledge, intelligence background of those under our care, developing niche rehabilitation strategies and programs plus the consistent delivery of training.

To this end the FCS has embarked on a transition to concept futuristic planning. An integral part of this is the FCS innovation to push the boundaries of our strategies and operational concepts. In parallel, the FCS must better understand the bigger picture role it must play in our nations security landscape in partnership with our fellow Disciplined Services.



COMCOR INTENT

The FCS will engage in sound planning to meet our Security needs.



Our People

We are FCS men and women dedicated to serving our country. We work in partnership with a number of equally dedicated civilians who share our sense of duty and purpose. Our people will ensure that we win. It is no use having the best equipment and working environment in the world without having the people who know how to maximise its potential.

Our challenge is to make the FCS one of the most desirable career paths that Fijians can consider and for them to stay feeling that way, as their career develops and becomes enriched by their experiences. Some people join the FCS for a job; in fact many young people do not necessarily expect a long career in our Service. That is ok. A healthy turnover of FCS people is necessary for our continued national development.

Workforce

FCS workforce is made up of people who are experts in various skills to ensure that our systems are operating at optimum levels at all times. A rank structure is in place, to recognise and demonstrate performance of people. Increased rank leads to increased levels of responsibility and accountability for the supervision of others.

The FCS will create an appropriately skilled, educated and sustainable workforce.

The nature of Correction profession is such, that a broad range of skills is needed, supported by a comprehensive training and education program. The specialised noble nature of work challenges FCS to ensure we take care in matching skills to jobs plus ensuring that the education and skill requirements are closely aligned with what we expect people to do.

Recruitment

People enter the FCS through a series of recruitment and induction processes that try to match the aspirations of the individual with the needs of the FCS. Matching the recruiting flow to the number of positions to be filled is a critical activity and one that can result in extreme strain on workforce if it is not conducted properly or the flow level drops below our requirements. Although recruiting is carried out in FCS as a centralised function, it is FCS that has the most to lose if there are any shortcomings in that activity.

The FCS will improve recruitment.

Our recruitment process must be thorough and smart selecting the best people to serve and further our service delivery. The delivery of training at our Academy must be thorough and comprehensive ensuring that

only the best graduate. We must recruit the right people for the right reasons.

Retention

Retaining skilled people in the FCS is the most cost-effective way to balance the investment on training programs that are conducted at our Training Academy and abroad when available. A longer period of service allows individuals to gain skills and attributes that are important to them and the FCS which enables higher levels of professional performance. Having a high turnover of people undermines the ability of the FCS to achieve its professional growth and overall reduction in expertise and professionalism.

Appropriate retention levels need to allow for movement and promotion of individuals to allow people to see that there are growth opportunities for them that can be attained in a reasonable time frame. We must ensure that retention policies match the needs of the FCS and its people.



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The FCS will improve retention



Rewards

Job satisfaction flows from a number of aspects of a person's occupation and is achieved through both tangible and intangible rewards. The rewards that they receive must adequately compensate them for the levels of effort that they believe they are making. The tangible reward of remuneration is the method of providing money to individuals to recompense them for applying the physical efforts that they undertake for the benefit of the FCS.



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The FCS will appropriately recognise and reward people.



Deciding on appropriate remuneration levels is an important ongoing requirement. It must be done in such a manner that people can understand the total financial benefit that they are provided with, which can include a number of indirect financial benefits that cannot be transformed to salary.

Rewarding people also means that leaders and managers must be more focussed on recognising the efforts of people and setting achievable goals. It means that senior leaders and managers must utilize the full range of mechanisms, including non financial, that the FCS has available to properly reward people for their continued commitment. A simple 'Thank You' is often invaluable.

It is important to establish a fair and affordable benefits and rewards structure, including personal and family support programs that respect and address the unique nature of FCS service.

Leadership

All personnel of the FCS are being developed as leaders. Some have a more obvious role than others do, but all people in the FCS must be prepared to lead. Leadership is not management. Management is about implementing decisions and using managerial or process tools and procedures to do what has been decided. Leadership is about deciding where the future is and generating a path to that future.

Leadership is about understanding how teams work and how individuals help make a team much greater than the sum of its parts. Leaders have a passion for their task.



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The FCS will foster strong, innovative and inspiring leadership.



Leaders inspire others to achieve great things, provide strength and support when the going gets tough and keep going when they themselves know that they are working against incredible odds. Leaders delegate to the extent that they are able, yet maintain accountability. Leaders ensure that they do not put people at risk by overloading them before they are ready, but constantly challenge those around them to live up to their potential.

Communication is key to leadership success. What FCS leaders say is important, how we say it is just as important. An open communication leadership style is necessary.

Our people need direction and leadership; without constant and appropriate communication we have no true leadership. Leadership messages in the FCS must reflect our culture and values, but they also require the leader's personal commitment.

FCS leaders need to link the big picture - what's good for everybody. Telling people what needs to be done by when and by whom, is not micro management, its good leadership.

Corrections Culture

Our culture is the sum of our behaviours, values and performance. It is how we see us. It defines what is acceptable behaviour and what is not. It establishes how we compare ourselves to others, what is rewarded and what is punished. Our values must underpin the culture of the FCS - an organisation that others admire and want to be part of. Our values and commitments to each other drive us towards excellence in all that we do.

Our culture and our leadership support equity and diversity. Our trust for each other helps us achieve the central elements of our culture.



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The FCS will foster a culture that reflects our values.



Career Planning

Career management relates to the effective matching of a person's skills, experience, personal needs and desires for greater challenge with the needs of the FCS. While the needs of the FCS are important, there should be few occasions when they are not in alignment with those of the people that are FCS. Officers, men and women should take great interest in their own careers and work with their superiors to achieve their personal goals.



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The FCS will improve career planning.



Communicating Better

The FCS must be able to communicate with both the people in and outside of the FCS and all those with whom FCS interacts. There is a massive amount of information available to people all of the time; it is critical that this be properly managed so that accurate messages are sent and received. Too much information can be as dangerous as not enough information - we must turn raw information into targeted communication - without doing so, we will all become overwhelmed by noise. Our communications processes need to be reliable, functional and effective to ensure that the right message is sent and received.



COMCOR INTENT

The FCS will improve our communications processes and skills.



Balanced Life

All FCS people need to find a balance between work life and family life. It does, neither the FCS nor the person and their family/friends any good, for the people to be over-worked and tired. Poor performance and an unhappy person are the end result. I expect FCS people to prioritise their work to meet timelines and not to consistently work long hours. In operational circumstances this is not possible. Our commitment to increased operational tempo is vital and will at times challenge this balancing act we attempt to achieve. We must ensure that whenever the opportunity presents itself we allow people in operational billets time off with leave. It is ok to take leave, in fact I expect everyone to use their leave entitlement every year and take time away from the demands of life in the FCS.

Family support is necessary in both directions. Keep your family informed as much as possible. All FCS leaders and individuals should ensure that family members are kept up to date with relevant activities as much as possible and are aware of the services provided to help and support them. Service life is unique.



COMCOR INTENT

The FCS must ensure a balance between work and family.



Conclusion

The preceding paragraphs have laid out the roadmap for the FCS. Being part of the wider discipline service and spectrum of stakeholders keenly associated with Correction work, adds considerable complexities to how FCS can take charge of its own future without inadvertently damaging those that it needs to work with to successfully meet its vision. The scale of the task may daunt some; others may never be able to see the forest for the trees; but there will be plenty of those who are well up to the task and simply want to be given a chance to make a difference. The FCS must identify those champions of the future, nurture their growth and test them at every step so that they are toughened for the most strenuous and demanding leadership roles.

The Commissioner of Corrections is accountable to the FCS, including its professional performance wherever it is employed. To achieve this requires everyone in the FCS to understand what is needed from them so that they can do their jobs with minimum doubt as to how they can measure success in their professional lives. There is a cascading accountability framework and governance regime across the FCS that is intended to remove the chance of systemic failures, but of itself it will not work with complete effectiveness unless everyone in the FCS accepts their personal part in these frameworks. From the most senior, to the most junior, everyone involved.

This document has laid out the big picture for the FCS for the next five years, I anticipate it being updated in the future. Other documents will flash out the details of this Strategic Intent. Measurement of performance against the strategic objectives of the strategy map will tell us how we are doing and help us decide what needs to be done to stay on track; this is best captured in our annual operational plans.

