

**Summary Report exploring  
the development of Transnational  
Skills Standards (TnSS) within the prisons  
and corrections service, cyber crime  
and human trafficking sectors.**

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### 1.1 Methodology

Skills for Justice was contracted by INSSO to conduct a desk research exercise to scope out the extent and usage of occupational standards across a sample of nations. This desk research is focused on 3 sub-sectors of the wider justice and community safety sector – *the human trafficking workforce, the cybercrime workforce and prisons and correctional services*. The choice of *human trafficking* and *cybercrime* was driven by the fact that these topics transcend national boundaries and as such provide a natural fit for trans-national standards development. The choice of prisons allows some comparison between the *natural fit* sub-sectors and a sub-sector that is firmly nation-specific but one which is touched upon by other non-skills based international standards such as Human Rights. Prisons and correctional services was also selected in recognition of the work that the International Corrections and Prisons Association (ICPA)<sup>1</sup> is conducting in its objective to support the improvement of global understanding and professionalism in the sub-sector.

#### 1.1.2 Classification of Occupations

In order to determine the key occupations, the International Standard Classification of Occupations 2008 (ISSC 2008) was used in the first instance to determine those occupations that might be covered within the 3 sub-sectors. Once these had been determined, a mapping exercise was undertaken to match all the ISSC 2008 occupations with each of the respective Standard Occupational Classification (SOC) systems of the respective nations covered in the desk research. This enabled identification of the main roles across all the nations. These can be found listed by nation in the Appendices.

#### 1.1.3 Nations

The choice of nations had to be limited due to the very short timetable within which to both conduct the desk research and to deliver the summary report. The nations selected were:

- UK
- Australia
- New Zealand
- India
- Canada
- South Africa

#### 1.1.4 Standards

The criteria used to search for occupational standards in each of the nations were as follows:

- Where systems existed for searching standards databases (e.g. UK, South Africa, Canada) the following activity was undertaken:

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<sup>1</sup> <http://www.icpa.ca/>

- a search for all standards using each sub-sector heading as recorded by respective nations e.g. Corrections Services for Canada, Custodial Care for the UK
- a search for standards based on keywords e.g. in the case of prisons and corrections e.g. *detention, inmate, custodial*
- A further search was conducted of those national government departments related to each sub-sector in respective nations (e.g. in UK, the Ministry of Justice). This was specifically required for those nations without searchable standards' databases e.g. India. The following activity was undertaken:
  - a search for standards by sub-sector title e.g. *Cybercrime*
  - a search for standards by keywords e.g. *ecrime*
- A final general search of other relevant websites such as organisational websites (E.g. in the UK, NOMS HMPS) and international websites (e.g. Human Trafficking, general cybercrime). The activity replicated that conducted in the national government departmental searches as follows:
  - a search for standards by sub-sector title e.g. *Cybercrime*
  - a search for standards by keywords e.g. *ecrime*

#### 1.1.5 Structure

The report is structured in sections by nation in order to mirror previous INSSO reports such as *Think Global, Act Sectoral*.<sup>2</sup>

Each nation section contains short summaries covering the following:

- background on the skills standards system
- a synopsis of the nature of each of the sub-sectors
- identification of the key occupations within each sub-sector which could be covered by TnSS
- identification of key workforce challenges within each sub-sector
- identification of the number of standards within each sub-sector

The nations sections are followed by a concluding section with recommendations. This covers the following:

- General conclusions
- Developing TnSS – recommended next steps

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<sup>2</sup> Bewick, T & Abbott P (ed.) *Think Global Act Local*, March 2010

The concluding section is followed by a reference section and an Appendices.

The Appendices contains:

- all the tables of occupations for each country
- all the standards identified
- relevant statistics and data

## 1.2 Issues to consider

- This report is a summary of findings from desk research based on a very small sample of nations. As such it cannot be extrapolated in any representative way to make statements about other nations and systems.
- In conducting the desk research it became clear that the restrictive time constraint would not allow for the required depth of analysis required to truly understand the nature of skills standards, their application and their reach. Recommendations to address this issue are contained in the concluding section.
- It was difficult to navigate around some of the key websites because of restrictions on access. E.g. membership requirements
- The different use of terminology proved problematic across nations.
- It was not always clear what the roles, influence and responsibilities individual organisations and regulatory bodies carried out. This required deeper research that could not have been conducted within the allotted time.

## Section 2 United Kingdom

### 2.1 Skills standards system

The UK Commission for Employment and Skills defines National Occupational Standards (NOS) as ‘statements of the standards of performance individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding.’<sup>3</sup> NOS are developed for employers in conjunction with the relevant ‘industry’ Sector Skills Council (SSCs)<sup>4</sup> or standards setting organisation. Skills for Justice (SfJ) is the Sector Skills Council responsible for employers in the justice, community and legal services sectors. As such SfJ is responsible for developing NOS that covers Cybercrime and Human Trafficking (from a policing point of view) and the National Offender Management System, within which the Prison Service operates.

In line with the development of NOS across all sectors, SfJ aims to produce standards which:

- ensure that employees are fully aware of the needs of their job role to support them to undertake that job or function proficiently
- provide ‘National’ standards which are can be used geographically across the UK where the same functions are carried out

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<sup>3</sup> <http://www.ukces.org.uk/ourwork/standards-and-frameworks/nos>

<sup>4</sup> For a list of all SSCs see <http://www.sscalliance.org/SectorSkillsCouncils/AboutSSCs.aspx>

- define the occupations they have been developed to cover and provide a standard for performance in that occupation
- provide a standard in the shape of effective performance statements, agreed by employers and key stakeholders and approved by the UK NOS Panel

NOS are an important element in the work that SSCs undertake to support employers to:

- reduce skills gaps and shortages
- improve productivity, business and public service performance
- increase opportunities to boost the skills and productivity of sector workforces
- improve learning support

In total, the number of NOS developed by Skills for Justice for the three sub-sectors is **136**<sup>5</sup>.

## **2.2 Human Trafficking**

### *2.2.1 Summary*

The first Inter-departmental ministerial group annual report was published in October 2012 and provides an assessment of human trafficking in the UK and the work underway to prevent people from becoming victims of this crime. It also contains a summary of the government's human trafficking strategy. Some of the key findings have relevance for training and performance and could particularly provide evidence to support the development of international standards. These findings include:<sup>6</sup>

- Acknowledgment that human trafficking is a global phenomenon and the nature of the crime is such that no one country or agency acting on its own can tackle it effectively.
- Support for increased international engagement to assist in strengthening law enforcement, working across nations to share information and maximise capabilities to provide an effective response at the border.
- The need to raise the skills and improve the training of front-line professionals is cited as one of the three key areas for improvement – this includes
  - ensuring police officers have the correct skills and abilities in order to tackle the issue of trafficking
  - better identification of victims within the Health service
  - further support to UK Border Agency to ensure human trafficking awareness is mandatory for all front-line officers.

### *2.2.2 Key occupations*

In assessing those occupations that might benefit from TnSS, **13** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found by following the links in the Appendices.

### *2.2.3 Workforce challenges*

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<sup>5</sup> <http://www.skillsforjustice.com/NOS/NOS-Finder>

<sup>6</sup> <http://www.official-documents.gov.uk/document/cm84/8421/8421.pdf>

The following issues and skills gaps have been identified as some of the key drivers of change that will need to be considered in the further development of training and standards:

- There is a need to ensure that law enforcement priorities to combat organised crime are effectively balanced with a victim-centered response to protect trafficking victims
- There is a need to conduct an assessment to determine why more non-EU trafficking victims are not officially recognised as trafficking victims despite the significant number of potential non-EU trafficking victims referred via the NRM
- There is need to share technical expertise and training to raise awareness and improve the law enforcement and victim protection response in UK overseas territories
- There is need to appoint a rapporteur or similar mechanism in each region to make self-critical assessments and improve the UK's anti-trafficking results.
- There is also an increasing requirement for multi-agency working especially since budget cuts have resulted in large scale reduction in frontline staff
- Frontline agencies need to be equipped with the training, skills and knowledge to identify the indicators of modern slavery
- More targeted and detailed training – as opposed to mere sensitisation – must be given to specific law enforcement officers, as a matter of priority
- The officers assigned to investigate these matters need the necessary skills to manage the seriousness and complexity of the crime with an appropriately victim-centred approach
- Skills for the investigation of trafficking need to be dispersed within forces, to widen the net for effectively identifying and pursuing trafficking cases

#### *2.2.4 No. of Standards*

**63** standards have been identified that possibly cover human trafficking. A full list can be found by following the links in the Appendices.<sup>7</sup>

### **2.3 Cybercrime**

#### *2.3.1 Summary*

In 2011, the government announced funding of £650m to implement the UK's Cyber Security Strategy, which set out the risks of the UK's growing reliance on cyber space. The strategy identified criminals, terrorists, foreign intelligence services, foreign militaries and politically motivated "hacktivists" as potential enemies who might choose to attack vulnerabilities in British cyber-defences. The internet economy in the UK accounts for more than £120bn - a higher proportion of GDP than any other G20 country but the cost of cyber crime is estimated to be between £18bn and £27bn a year.<sup>8</sup>

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<sup>7</sup> No specific NOS are developed that cover the term Human Trafficking, however, the processes required are covered in NOS for the UK Border Force and these have been used as a proxy. However, it is likely that any development of specific NOS would cover a wider workforce than those operating at UK Borders and would include the Police and agencies within NOMS

<sup>8</sup> <http://www.bbc.co.uk/news/uk-politics-21414831>

The Cyber Security Strategy identifies 4 objectives to be reached by 2015:<sup>9</sup>

- Objective 1: The UK to tackle cyber crime and be one of the most secure places in the world to do business in cyberspace
- Objective 2: The UK to be more resilient to cyber attacks and better able to protect our interests in cyberspace
- Objective 3: The UK to have helped shape an open, stable and vibrant cyberspace which the UK public can use safely and that supports open societies
- Objective 4: The UK to have the cross-cutting knowledge, skills and capability it needs to underpin all our cyber security objectives

### 2.3.2 Key occupations

In assessing those occupations that might benefit from TnSS, 7 occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found by following the link in the Appendices.

### 2.3.3 Workforce challenges

The following issues and skills gaps have been identified as some of the key drivers of change that will need to be considered in the further development of training and standards:

- Employers require evidential standards for cases coming to court that will withstand scrutiny.
- There is also the requirement for support in using business improvement tools to deliver transformational change.
- While the UK can boast one of the world's largest Internet economies, accounting for 8 percent of GDP, it urgently needs more skilled cyber crime fighters
- The current pipeline of graduates and practitioners is insufficient to meet short- to mid-term needs
- There is a lack of understanding of cyber threats among businesses and many board members still struggle to assess the risks accurately
- The Government needs to work with industry, so that the two groups can reach a common understanding of risks and share the costs of protecting the UK

### 2.3.4 No. of Standards

There are 20 standards that specifically cover cybercrime. A full list can be found by following the links in the in the Appendices.

## 2.4 Prisons and Corrections Services

### 2.4.1 Summary

Prison establishments for adult offenders are operated by National Offender Management Service HM Prison Service (NOMS HMPS) in England and Wales, the Scottish Prison Service, the Northern Ireland Prison Service, and a range of private sector contractors. The different types of prison establishments include: adult male prisons, adult female prisons, high security prisons, immigration

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<sup>9</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/60961/uk-cyber-security-strategy-final.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/60961/uk-cyber-security-strategy-final.pdf)

removal centres, young offender institutions and juvenile centres (see Juvenile estate below). Some establishments are split sites providing facilities for women prisoners and young offenders / juveniles. Prisons fall within the custodial care sector in relation to Skills for Justice. The main functions of the custodial care strand within the UK Justice sector are:

- holding adult and young prisoners securely
- reducing the risk of prisoners re-offending
- providing custody and escort services
- monitoring offenders in the community (e.g. via electronic tagging).

#### 2.4.2 *Key occupations*

In assessing those occupations that might benefit from TnSS, **18** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found by following the full links in the Appendices.

#### 2.4.3 *Workforce Challenges*

The following issues and skills gaps have been identified as some of the key drivers of change that will need to be considered in the further development of training and standards:

- Government's focus on payment by results is expected to enable skills training to support a system of outcome incentive payments that mean providers' payments are based, in part, on their success in helping get people into jobs. Prison staff will need to be up-skilled to support this.
- need to develop new skills and ways of working - need for new roles/qualifications
- workforce – support for Continuous Professional Development (CPD), undertaking qualifications, facilitating working across custody/community settings, support from trade unions
- increase in the need for Restorative Practice and qualified practitioners
- materials/interventions to support public sector employers to discharge their responsibilities under the new Equality Act legislation, effective from April 2011
- implementing Custodial Care Apprenticeships
- development of materials aimed at employees to support their CPD, career progression and achievement of qualifications (help employers to deploy a skilled and professional workforce).
- up-skilling of staff to address Government's focus on payment by results and the greater moves to develop learning amongst prisoners.

#### 2.4.4 *No. of Standards*

There are **53** standards that specifically cover prisons and correctional services. A full list can be found by following the link in the Appendices.

### 3.1 Skills standards system

Australia's skills system involves a complex relationship structure consisting of agencies such as the Australian Skills Quality Authority<sup>10</sup>, the National Skills Standards Council<sup>11</sup>, the Australian Qualifications Framework<sup>12</sup> and Industry Skills Councils<sup>13</sup>.

The VET system has a key role in skills development for industries that are central to Australia's economic growth and prosperity. National Centre for Vocational Education Research (NCVER) surveys show that:

- Consistently over half of all employers use the VET system to provide training for their employees.
- The greatest use of the VET system is by employers in the construction, public administration and safety, education and training, utilities, and mining sectors.
- This largely reflects growth in employment and in numbers of apprentices and trainees in these industries

Not-for-profit Industry Skills Council (ISCs), which are akin to the UK's Sector Skills Councils, are recognised and funded by the Australian Government and governed by independent, industry-led boards. There are 11 ISCs which, amongst other responsibilities, are charged with supporting the development, implementation and continuous improvement of high quality training and workforce development products and services including Industry Training Packages. In addition, they provide independent skills and training advice to enterprises, including matching identified training needs with appropriate training solutions; working with enterprises, employment service providers, Registered Training Organisations and government to allocate training places under the Enterprise Based Productivity Places Program.

An investment of \$242.6 million from the Australian Government has provided Industry Skills Councils and associated entities with a budget to support their role in the development of national skill standards and provision of industry advice especially in relation to workforce development and skill needs.

According to the database on Vocational Education and Training in Australia<sup>14</sup> the number standards/training packages developed for the sub-sectors is **38**.<sup>15</sup>

### 3.2 Human Trafficking

#### 3.2.1 Summary

Australia is a destination country for victims trafficked who are from East Asia, South East Asia, and Eastern Europe, particularly the People's Republic of China, the Republic of Korea, and Thailand. The Australian Government was placed in Tier 1 in the 2007 U.S. Department of State's Trafficking in

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<sup>10</sup> <http://www.asqa.gov.au/about-asqa/functions,-vision-and-values.html>

<sup>11</sup> <http://www.nssc.natese.gov.au/>

<sup>12</sup> <http://aqf.edu.au/>

<sup>13</sup> <http://www.isc.org.au/>

<sup>14</sup> <http://training.gov.au/>

<sup>15</sup> This includes units of competency, qualifications, training packages, accredited courses/modules

Persons Report for fully complying with the Trafficking Victims Protection Act's minimum standards for the elimination of trafficking.

The Australian Government provides assistance for trafficking victims, their families, and witnesses in the prosecutions. The government funds two return and reintegration program; one program is for all trafficked women and children, and the second program is solely for Thai victims. Trafficking victims who cooperate with authorities in investigations and prosecutions of their traffickers qualify for a temporary visa and a range of social services.<sup>16</sup>

### 3.2.2 *Key occupations*

In assessing those occupations that might benefit from TnSS, **13** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found by following the links in the Appendices.

### 3.2.3 *Workforce challenges*

The following issues and skills gaps have been identified as some of the key drivers of change that will need to be considered in the further development of training and standards:

- The capacity to expand efforts to proactively identify, criminally prosecute, and convict offenders of labour trafficking
- The capacity to properly coordinate and refer trafficking case information between government agencies
- The need to increase efforts to train police, local councils, health inspectors, and other front-line officers to recognise and respond to both sex and labour trafficking cases
- The need to increase efforts to proactively identify trafficking victims among vulnerable groups, such as foreign workers, foreign students in the country, and foreign and Australian women and children in prostitution
- Staff capacity building to ensure that victims of trafficking and vulnerable populations are better informed about their legal rights under Australian immigration and labour law
- Improved capacity to engage in public awareness in local communities of trafficking outside of the sex industry, including labour trafficking and internal trafficking
- The need to be able to play a more active role in educating countries in the Asia-Pacific region on the important distinction between trafficking and smuggling

### 3.2.4 *No. of Standards*

No standards could be located that specifically covered human trafficking.

## **3.3 Cybercrime**

### 3.3.1 *Summary*

Cyber security is one of Australia's national security priorities under the Prime Minister's 2008 National Security Statement. Australia's national security, economic prosperity and social wellbeing rely on the availability, integrity and confidentiality of a range of information and communications technology. This includes desktop computers, the internet, telecommunications, mobile communications devices and other computer systems and networks.

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<sup>16</sup> <http://www.humantrafficking.org/countries/australia>

The Australian Government has applied strategic priorities in its efforts to address cybercrime. Amongst these is the drive to:

- promote the development of a skilled cyber security workforce with access to research and development to develop innovative solutions.<sup>17</sup>

### 3.3.2 *Key occupations*

In assessing those occupations that might benefit from TnSS, 7 occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found in the Appendices.

### 3.3.3 *Workforce challenges*

According to the Australian Government's cybercrime strategy, 'a technically skilled workforce, supported by cutting edge research and development, is fundamental to Australia's ability to develop innovative solutions to emerging cyber security challenges. This priority covers initiatives to build and retain this expertise within government and to harness the resources of Australia's research community in support of the Australian Government's cyber security efforts.'

The 4 key skills drivers contained within this strategy are:<sup>18</sup>

- to develop a skilled cyber security workforce with access to research and development.
- a recruitment and retention strategy aimed at ensuring a sufficient level of technical expertise
- provision of targeted funding and support for cyber security research This includes research into areas of behavioural change, policy and market-based incentive mechanisms to address systemic cyber security issues
- development of an annual set of research priorities

### 3.3.4 *No. of Standards*

No standards could be located.

## **3.4 Prisons and Correctional Services**

### 3.4.1 *Summary*

The correctional services sector is an integral part of Australia's justice system, carrying responsibility for managing the supervision of offenders held in secure environments such as prisons and remand centres, and in community-based environments such as home detention. In general, correctional services are the responsibility of state and territory governments. Some correctional services are outsourced to private providers, with 11 prisons being privately run across New South Wales, Western Australia, Queensland, Victoria and South Australia. There are custodial centres in all capital cities and many regional centres.<sup>19</sup>

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<sup>17</sup> <http://www.ag.gov.au/RightsAndProtections/CyberSecurity/Pages/default.aspx>

<sup>18</sup> Australian government, Cyber Security Strategy, 2009

<sup>19</sup> <http://www.isc.org.au/pdf/Government%20Skills%20Australia%20Environmental%20Scan%202012.pdf>

### 3.4.2 Key occupations

In assessing those occupations that might benefit from TnSS, **18** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found by following the links in the Appendices.

### 3.4.3 Workforce challenges

According to the latest environmental scan conducted by the Government Services ITC, the sector is going through a significant period of change. This includes with new prisons being built in a number of jurisdictions; the emergence of an increasing demand for immigration detention centres and the potential implications this could have on the sector; new technologies emerging in both the community and custodial corrections settings; ongoing attraction and recruitment problems; the prevalence of mental health issues in correctional settings; and a trend toward generalising qualifications and implementing specialist streams to make the qualifications more user friendly and cost effective for Registered Training Organisations (RTOs) to have them on scope.

The following issues are of particular concern for the correctional services sector:

- recruitment and retention issues, particularly with regard to attracting suitably skilled candidates for correctional officer positions in custodial and community settings
- the image of the sector continues to be a challenge in attracting appropriate staff organisations are experiencing a reduction in training budgets due to financial constraints as a result of broader economic pressures.
- the workforce is time poor with heavy workloads and it is costly to take them offline to undertake training as they need to be replaced on the frontline
- there is an increasing demand for employees with higher-level skills requiring further resources and time for up-skilling.

### 3.4.4 No. of standards

There are 38 standards that specifically cover prisons and correctional services. A full list can be found by following the links in the Appendices.

## Section 4 New Zealand

### 4.1 Skills standards system

National skills in New Zealand are developed by accredited Industry Training Organisations (ITOs). There are 39 ITOs working across sectors of the New Zealand economy. In addition to their role in developing standards, ITOs are also charged with:

- providing information and advice to trainees and their employers
- arranging for the delivery of on and off-job training (including developing training packages for employers)
- arranging for the assessment of trainees
- arranging the monitoring of quality training.

The ITO which covers industries working in the justice and community care sector is the Skills Organisation.<sup>20</sup> Within the 19 industries covered 3 relate to the sector:

- Security (including electronic security)
- Public services
- Offender management

All the standards can be found on the New Zealand Qualifications Authority (NZQA) website.<sup>21</sup>

According to the NZQA across the 3 sub-sectors, there are 107 registered standards, these consist of 6 Qualifications and 101 Assessment Standard.<sup>22</sup>

## **4.2 Human Trafficking**

### *4.2.1 Summary*

New Zealand is a source country for underage girls subjected to internal sex trafficking and a destination country for foreign men and women subjected to forced labour. The New Zealand government has instigated a plan of action<sup>23</sup> which provides for a consistent and coordinated response to people trafficking and implementation of measures in the Trafficking Protocol.

The plan of action details measures the government is taking to prevent and detect trafficking activity, and how any identified victims will be assisted. One of the main focuses of this is on training the workforce. According to the latest Trafficking in Persons report, the New Zealand government has undertaken a legal review of national anti-trafficking legislation to ensure its compliance with international norms.

### *4.2.2 Key occupations*

In assessing those occupations that might benefit from TnSS, **13** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found in the Appendices.

### *4.2.3 Workforce challenges*

The government's plan of action has highlighted a number of areas which need to be addressed in order to combat human trafficking:

- Further training of government officials in anti-trafficking measures to ensure a common approach to dealing with suspected trafficking activity.
- In order to detect and provide the first response to people trafficking activity, frontline government officials from the main enforcement agencies need to know how to identify possible trafficking activity and what procedures to follow.

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<sup>20</sup> <http://www.skills.org.nz/>

<sup>21</sup> <http://www.nzqa.govt.nz/framework/search/index.do>

<sup>22</sup> Details in the appendices

<sup>23</sup> <http://www.dol.govt.nz/publications/research/people-trafficking/intro.asp>

- The New Zealand Police have implemented a training module on people trafficking crimes for inclusion in the detective training syllabus.
- the Department of Labour trains compliance staff on indicators of people trafficking prior to every compliance operation in the sex industry and whenever there is a possibility the operation may expose staff to trafficking activity.
- The Department of Labour is undertaking to extend training to more staff. Some of this training will be specifically targeted to offshore officers who process visas.
- Another training initiative is to train border compliance staff, including Customs officers, on how to detect suspected trafficking activity at the border.
- Department of Labour Health and Safety officers and Labour Inspectors will also be trained on how to detect trafficking activity during their visits to workplaces.

#### 4.2.4 *No. of Standards*

No specific standards have been identified though it would be sensible to review this in due course in light of the government's action plan. As a proxy, standards applicable to border agencies will cover some of the tasks required of job roles targeted at combating human trafficking. **50** standards and **3** qualifications can be found in Border Management.<sup>24</sup>

### 4.3 **Cybercrime**

#### 4.3.1 *Summary*

The New Zealand National Cyber Security Centre provides enhanced services to government agencies and critical infrastructure providers to assist them to defend against cyber-borne threats. The Centre is a key element of New Zealand's Cyber Security Strategy<sup>25</sup> released in June 2011. This strategy recognises that as the use of the internet in New Zealand increases, so too does the vulnerability to cyber threats.

#### 4.3.2 *Key occupations*

In assessing those occupations that might benefit from TnSS, **7** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found by following the links in the Appendices.

#### 4.3.3 *Workforce challenges*

- Increasingly, organisations are seeking to hire the services of people with specialist cyber security skills and knowledge.
- The Government has declared that it will work with industry, universities and other educational and training institutions to determine appropriate solutions for meeting the demand for cyber security qualifications, training.
- The biggest problem is the pressure to keep pace with increasing technological sophistication.
- This includes maintaining the skills and resources required to provide advice on crime prevention, and the skills required to respond, investigate and prosecute offenders.

<sup>24</sup> As with the UK, Border Agency roles contain standards which will relate to Human Trafficking.

<sup>25</sup> [http://www.dpmc.govt.nz/sites/all/files/publications/nz-cyber-security-strategy-june-2011\\_0.pdf](http://www.dpmc.govt.nz/sites/all/files/publications/nz-cyber-security-strategy-june-2011_0.pdf)

- Problems also include a capability gap among generalist staff. With many traditional crimes now involving electronic devices, any lack of knowledge and skills has the potential to compromise investigative outcomes.

#### 4.3.4 *No. of standards*

No specific cybercrime standards could be located however, it would be wise to further investigate the standards applicable to the security sector.

### 4.4 Prisons and Correctional Services

#### 4.4.1 *Summary*

The Department of Corrections enforces the sentences and orders of the criminal courts and parole board. Corrections improves public safety by ensuring sentence compliance and works to reduce re-offending by providing offenders with rehabilitation programmes, education and job training.<sup>26</sup> 7,500 staff are located in over 130 sites across the country. The 4 key aims of the service are:

- Keeping communities safe
- Reducing Re-Offending
- Creating better public value
- Better leadership

#### 4.4.2 *Key industries and occupations*

In assessing those occupations that might benefit from TnSS, **18** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found by following the links in the Appendices.

#### 4.4.3 *Workforce challenges*

According to the Correction Services latest strategic report, 'Creating Lasting Change, Strategy 2011-2015'<sup>27</sup> the issues relating to skills challenges include:

- Equipping every frontline staff member to be an agent of change for offenders in their daily interactions.
- Ensuring every frontline staff member is able to participate in training that increases their knowledge, confidence and performance on the job.
- Delivering a training curriculum with a common induction component that provides a roadmap of continuous development and learning for all Corrections staff.
- Sponsoring an emerging leaders' group of 20 staff each year whose development is fast tracked.

#### 4.4.4 *No. of Standards*

With a total of **51** standards and **3** qualifications registered with NZQA, the coverage across the workforce is fairly extensive and offers a great opportunity to integrate with TnSS. A full list of the standards can located by following the links in the Appendices.

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<sup>26</sup> <http://www.corrections.govt.nz/>

<sup>27</sup> [http://www.corrections.govt.nz/\\_\\_data/assets/pdf\\_file/0005/529043/Strategy\\_Plan.pdf](http://www.corrections.govt.nz/__data/assets/pdf_file/0005/529043/Strategy_Plan.pdf)

### 5.1 Skills standards system

The National Skill Development Council (NSDC) in India is responsible for facilitating the development and upgrading of the skills of the growing Indian workforce through skill training programs. A fundamental initiative of the Indian government was the National Skill Development Policy 2009 which mandated that NSDC would constitute Sector Skill Councils (SSCs) in key areas<sup>28</sup>.

The functions of the SSCs include:

- Identification of skill development needs and preparing a catalogue of skill types
- Develop a sector skill development plan and maintain skill inventory
- Developing skill competency standards and qualifications
- Standardisation of affiliation and accreditation process
- Participation in affiliation, accreditation, standardisation

The NSDC have produced a guide to NOS in India which can be found here - <http://www.nsdcindia.org/pdf/process-development-noc.pdf>

Unfortunately, at present, it would appear that there is no SSC covering the work of employers in Prisons, Human Trafficking or Cybercrime.

### 5.2 Human Trafficking

#### 5.2.1 Summary

According to the US sponsored *Traffic in Persons* report<sup>29</sup>, India is a source, destination, and transit country for men, women, and children trafficked for the purposes of forced labour and commercial sexual exploitation. Internal forced labour may constitute India's largest trafficking problem; men, women, and children are held in debt bondage and face forced labour. While no comprehensive study of forced and bonded labour has been completed, NGOs estimate this problem affects 20 to 65 million Indians.

There are also victims of labour trafficking among the thousands of Indians who migrate willingly every year to the Middle East, Europe, and the United States for work as domestic servants and low-skilled labourers.

The Government of India does not fully comply with the minimum standards for the elimination of trafficking; however, it is making significant efforts to do so. Despite the reported extent of the trafficking crisis in India, government authorities have made uneven efforts to prosecute traffickers and protect trafficking victims. A critical challenge overall is the lack of punishment of traffickers, effectively resulting in impunity for acts of human trafficking.

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<sup>28</sup> <http://www.nsdcindia.org/pdf/sector-skill-councils.pdf>

<sup>29</sup> **Trafficking in Persons Report, OFFICE TO MONITOR AND COMBAT TRAFFICKING IN PERSONS, June 4, 2008**

### 5.2.2 Key occupations

In assessing those occupations that might benefit from TnSS, **11** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be in the Appendices.

### 5.2.3 Workforce challenges

- There is need to strengthen central and state government law enforcement capacity to fight against all forms of human trafficking
- The need to work towards ensuring that national legislation prohibits and punishes all forms of human trafficking
- There is need to build capacity in intrastate and interstate investigations, prosecutions, and convictions on all forms of trafficking, including bonded labour
- The need to encourage states to establish Immoral Trafficking Prevention Act courts like the one in Mumbai
- The skills to improve protections for trafficking victims who testify against their traffickers
- The capacity to increase the quantity and breadth of public awareness and related programs on bonded labour

### 5.2.4 No. of standards

No standards were located.

## 5.3 Cybercrime

### 5.3.1 Summary

India is set to have one of the biggest online populations in the world by 2015 with an expected 300 million users - larger than the United States and up from the 137 million users already in India today. With this comes more opportunities for cybercrime. According to the government, more than 100 Indian government websites were hacked in the first three months of 2012. In addition, the number of cyber crime victims in India is 29.9 million and the cost of cyber fraud in \$7.6bn a year - \$4bn worth of direct losses and an additional \$3.6bn in time spent resolving the crime.<sup>30</sup>

A number of measures are being pursued in an attempt to address the issue. The Indian Government has passed the Information Technology Act which aims to tackle cybercrime issues.<sup>31</sup> Britain and India are expected to agree to set up a joint task force to fight cyber crime, a move which responds to the personal banking and mobile phone data of millions of Britons, which is stored on Indian servers.

In addition the Indian IT industry lobby group, the National Association of Software and Services Companies (NASSCOM) has also recommended establishing a cyber command centre which would sit within the defence forces. They argue the cyber command should be equipped with defensive and offensive cyber weapons and staff trained in cyber warfare.

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<sup>30</sup> [http://uk.norton.com/content/en/us/home\\_homeoffice/html/cybercrimereport/](http://uk.norton.com/content/en/us/home_homeoffice/html/cybercrimereport/)

<sup>31</sup> <http://deity.gov.in/content/information-technology-act>

### 5.3.2 Key occupations

In assessing those occupations that might benefit from TnSS, **5** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found in the Appendices.

### 5.3.3 Workforce challenges

- New skills, technologies and investigative techniques, applied in a global context, are required to detect, prevent and respond to cyber-crime
- Innovative responses such as the creation of 'cybercops', 'cyber-courts' and 'cyber-judges' may eventually be required to overcome the significant jurisdictional issues that law and order agencies are currently facing.
- Law enforcement with regard to investigating crimes and handling evidence, dealing with offenders, and assisting victims, poses complex new challenges.
- There is an unprecedented need for international commitment, coordination and cooperation.

### 5.3.4 No. of standards

No standards were located

## 5.4 Prisons and Corrections

### 5.4.1 Summary

There are 1336 prisons across the country, categorised as central jails (111), district jails (293), sub-jails (852), women jails (15), borstal schools (10), open jails (8), special jails (20), and other jails (8). There are no set criteria - that are common to all the states and union territories - for differentiating between these prisons.

There are very few prisons in the country that are meant exclusively for women prisoners (15). These exist in 11 states and 1 union territory. Women prisoners are lodged in all the different kind of prisons - central, district, and sub-jails - that have the facilities to hold them. Open prisons have minimal security and only those prisoners with good behaviour who satisfy certain norms prescribed in the prison rules are admitted into these jails. According to the NCRB<sup>32</sup>, there are 27 such jails in the country located in 13 states. None of the union territories have such prisons.

### 5.4.2 Key occupations

In assessing those occupations that might benefit from TnSS, **16** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found in the Appendices.

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<sup>32</sup> National Criminal Records Bureau, [www.ncrb.nic.in/](http://www.ncrb.nic.in/)

### 5.4.3 Workforce challenges

- Staff need to remain sensitive to changes in the society and consequential changes in prison administration
- High stress levels exist among the prison personnel while carrying out their jobs
- Prison officers suffer more from occupational specific stress like overcrowding, false complaints of prisoners, lack of recognition of efforts, poor working conditions and long hours of work
- There is significant requirement for improvement in communication skills and proper management of organisational cultures
- Requirement for training provision
  - Correctional philosophy
  - Prison management issues
  - Human Rights
  - Motivation and leadership for correction
  - Capacity building for prisoner's welfare,
  - Advanced techniques in counselling
  - Correctional legislation
  - Correctional alternatives to imprisonment

### 5.4.4 No. of standards

No standards were identified

## Section 6 Canada

### 6.1 Skills standards system

In Canada, The Alliance of Sector Councils (TASC) is the coordinating body for 37 sector councils and sector-like organizations that bring together representatives from business, labour, education, and other professional groups in a neutral forum to comprehensively and cooperatively analyze and address sector-wide human resource issues on a national scale.<sup>33</sup>

TASC's core purpose is to engender a cohesive sector council approach to providing labour market solutions and to assist sector councils in providing those labour market solutions.

Their core remit is to:

- Address labour market issues and research needs shared by sector councils
- Meet members' service needs
- Address the leadership and promotional needs of the sector council approach

Through the support of the Sector Council Program, sector councils undertake a number of activities to respond to skills and labour market issues affecting their sectors, including the development and implementation of:

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<sup>33</sup> <http://www.councils.org/en/>

- labour market information products to allow businesses to plan human resources and project investments;
- national occupational standards to facilitate labour mobility (including apprenticeship), influence college curricula and promote health and safety in the workplace;

The only Sector Council that works with employers in the three justice sub-sectors (human trafficking, prisons and correctional services and cybercrime) is the Police Sector Council.<sup>34</sup>

Unfortunately, much of the information on the Police Sector Council website requires registration. This includes a section of key resource material relating to standards and competency frameworks.<sup>35</sup> For example a skills toolkit<sup>36</sup> which contains sections on:

- competency resources by rank
- interview guides by rank
- reference check guides by rank
- learning plan templates
- performance management templates

The other resource that exists to search for standards is found on the Canadian Standards Association (CSA) website. TASC and CSA work collaboratively to develop guidelines to support the delivery of national occupational standards, personnel certification programs, and accreditation programs for educational or training courses and programs. These guidelines “Setting the Standard” are intended to promote cooperation and coherence among sector councils, other standards-setting bodies, and groups concerned with labour market issues.

On searching the CSA’s database the number that can be applied to the three justice sub-sectors are limited to only 6 that possibly cover prisons and correctional services. There are some standards that have been created for security occupations which may also prove to be transferable across the three sub-sectors.<sup>37</sup>

## 6.2 Human Trafficking

### 6.2.1 Summary

As part of the Government's efforts, the Royal Canadian Mounted Police conducted Canada's first Human Trafficking Threat Assessment, which reviewed cases and intelligence between 2005 and 2009 to determine the extent of this crime in 2010<sup>38</sup> The Threat Assessment confirmed that vulnerable, economically challenged and socially dislocated sectors of the Canadian population represent a potential pool of trafficking victims.

In line with internationally accepted best practices, outlined in the *Trafficking Protocol*<sup>39</sup>, Canada focuses on four core areas, known as the 4-Pillars:

- The **prevention** of human trafficking.

<sup>34</sup> <http://www.policecouncil.ca/>

<sup>35</sup> <http://www.policecouncil.ca/pages/hr.html>

<sup>36</sup> <http://www.policecouncil.ca/pages/hr2Toolkit.html>

<sup>37</sup> <http://cpi-ac.ca/Discussion%20Document%20Revised%20January%2030.pdf>

<sup>38</sup> The Executive Summary, including its key findings can be accessed at: [ <http://www.rcmp-grc.gc.ca/pubs/ht-tp/htta-tpem-eng.htm> ]

<sup>39</sup> National Action Plan to Combat Human Trafficking  
<http://www.publicsafety.gc.ca/prg/le/cmbt-trffkng-eng.aspx#toc-01.2>

- The **protection** of victims.
- The **prosecution** of offenders.
- Working in **partnership** with others both domestically and internationally.

In so far as learning and training is concerned, the Canadian government's efforts will be centred on:

- Promote training for front-line service providers
- Provide targeted human trafficking training and education for prosecutors and law enforcement
- Establish a dedicated integrated investigative team composed of the Royal Canadian Mounted Police, the Canada Border Services Agency and local police with the mandate to conduct proactive human trafficking investigations
- Enhance intelligence collection coordination and collaboration

### 6.2.2 *Key occupations*

In assessing those occupations that might benefit from TnSS, **13** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found in the Appendices.

### 6.2.3 *Workforce challenges*

- There is need to intensify efforts to investigate and prosecute trafficking offenses, and convict and sentence trafficking offenders using anti-trafficking laws
- There is need to increase the use of proactive law enforcement techniques to investigate trafficking cases, including allegations of forced labour among migrant workers
- Skills need to be enhanced in the provision of specialised care services available to trafficking victims, in partnership with civil society
- There is need to increase efforts to educate police, prosecutors, and judges about trafficking and how to effectively use Canadian anti-trafficking laws
- Partnerships need to be built internationally in order to increase investigations and prosecutions of Canadian child sex tourists abroad
- There is a need to establish formal mechanisms for officials to identify trafficking victims and refer them to protection services
- Staff need to be capacitated to improve trafficking data collection

### 6.2.4 *No. of standards*

Access is required to the Police Sector Council website resource in order to ascertain whether or not they hold information on standards relating to the sector.

## 6.3 **Cybercrime**

### 6.3.1 *Summary*

Representatives from law enforcement, government, industry and academia have created an organization that will address the rapidly growing problem of e-commerce crime. **National Cyber-Forensics and Training Alliance (NCFTA) Canada** is the newly formed collaborative organization where multi-sector teams to leverage each other's skill sets and resources. Amongst other tasks, the organisation is focused on:

- creating a world-class, cyber-crime intelligence and research centre
- promoting information security in Canada;
- investigating mutually defined cyber-crime targets to gather intelligence, define prevention methods, and develop counter-measures

### 6.3.2 *Key occupations*

In assessing those occupations that might benefit from TnSS, 7 occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found in the Appendices.

### 6.3.3 *Workforce challenges*

- Achieving universal and affordable access to world-class Internet infrastructure and services
- Equipping Canadians with the knowledge and skills they need to participate and prosper in the digital economy and global information society
- Ensuring stable and secure online environment for individuals and organisations in the private and public sectors, through effective management of critical internet resources and protecting the privacy of other rights of Internet users
- Promoting Internet-enabled innovation in business, government, education and health care
- Promoting digital inclusion of all communities and segments of the Canadian population

### 6.3.4 *No. of standards*

No standards have been located that cover cybercrime.

## 6.4 Prisons and Corrections

### 6.4.1 *Summary*

The Correctional Service of Canada (CSC) is the federal government agency responsible for administering sentences of a term of two years or more, as imposed by the court. CSC is responsible for managing institutions of various security levels and supervising offenders under conditional release in the community.<sup>40</sup> The CSC is focused on six priorities:

- Safe transition to and management of eligible offenders in the community
- Safety and security of staff and offenders in our institutions and in the community
- Enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders
- Improved capacities to address mental health needs of offenders
- Efficient and effective management practices that reflect values-based leadership
- Productive relationships with increasingly diverse partners, stakeholders, and others involved in public safety

Staff undertake a Correctional Training Program (CTP) which includes four phases:

- Phase 1: On-line training requiring four to eight weeks to complete.
- Phase 2: Workbook assignments requiring approximately two to four weeks to complete.

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<sup>40</sup> <http://www.csc-scc.gc.ca/about-us/006-0001-eng.shtml>

- Phase 3: Regional Staff College with training in security policies and practices, use of firearms, chemical agents, fire safety, self-defence and arrest and control techniques. Conflict management and defusing crisis situations are also addressed. This phase of training lasts eight weeks.
- Phase 4: On the job training at a CSC institution will assess various skills. This phase lasts two weeks.

#### 6.4.2 Key occupations

In assessing those occupations that might benefit from TnSS, **18** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found in the Appendices.

#### 6.4.3 Workforce challenges

- Operational sites are required to conduct quarterly on-site simulations of medical emergencies that allow staff to practice and remain current in skills.
- Capacity building to equip staff within many correctional jurisdictions with the skills to do their jobs while permitting inmates monitored access to email and controlled use of the internet to maintain contact with family, promote community ties, conduct legal research and allow for access to information.
- Offenders now undergo screening for mental health problems at admission, therefore there is a requirement for staff of correctional services to undergo training in mental health awareness and other multi-disciplinary intervention.

#### 6.4.4 No. of standards

A search of the CSA database indicates that number of standards that can be applied to prisons and correctional services is limited to **6**. A full list can be found by following the links in the Appendices.

## Section 7 South Africa

### 7.1 Skills standards system

The guiding legislation governing skills development in South Africa is the National Skills Development Strategy (NSDS iii).<sup>41</sup> The main objectives of NSDS iii are to:

- promote a skills development system that effectively responds to the needs of the labour market and social equity.
- to establish and promote closer links between employers and training institutions and between both of these and the Sector Education and Training Authorities (SETAs.)

SETAs facilitate the delivery of sector-specific skills interventions that help achieve the goals of the NSDS III, address employer demand and deliver results. The core responsibility of SETAs is to develop sector skills plans (SSPs).

Developing sector skills plans is core to the SETAs' mandate. The SSPs must outline current and future learning and qualifications needs of workers and their employers and develop interventions

<sup>41</sup> <http://www.workinfo.org/index.php/component/k2/item/357-national-skills-development-strategy-nsds-iii>

that are agreed with stakeholders and can improve the match between education and training supply and demand - the current and projected needs of the sector and sector employers.

Together with the stakeholders and other partners, they are responsible for the monitoring and managing of occupational standards to make sure that provision of training, including the qualifications gained, meet sector, cross-sector and occupational needs. SETAs develop Learning Programmes that address specific sectoral needs, establishing the availability of registered unit standards based qualifications. A Learning programme is any prescribed learning programme which includes a structured work experience component, this includes Learnerships<sup>42</sup>, Apprenticeships<sup>43</sup> and Skills Programmes<sup>44</sup>

There are 24 SETAs of which the Public Service Sector SETA (PSETA) and the Safety and Security SETA (SASSETA)<sup>45</sup> cover employers relating to human trafficking, cybercrime and prisons and correctional services. All qualifications and unit standards are registered with the South African Qualifications Authority (SAQA). Based on a search of their online database<sup>46</sup>, the estimated number of standards relating to the three sub-sectors is 42 (with a further 13 in Probation which may come into contact with correctional services).

## 7.2 Human Trafficking

### 7.2.1 Summary

South Africa is a source, transit and destination country for human trafficking. Domestic trafficking (particularly involving children and women) is also widespread. The Government of South Africa does not fully comply with the minimum standards for the elimination of trafficking; making no significant efforts to do so. South Africa is on a Tier 2 Watch List for its failure to show increasing efforts to address trafficking over the last year. The government provided inadequate data on trafficking crimes investigated or prosecuted or on resulting convictions or sentences. In addition, it did not provide information on its efforts to protect victims of trafficking and continued to deport and/or prosecute suspected foreign victims without providing appropriate protective services<sup>47</sup>

### 7.2.2 Key occupations

In assessing those occupations that might benefit from TnSS, **13** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found in the Appendices.

### 7.2.3 Workforce challenges

- knowledge skills and experience are almost non-existing in government officials and civil society organisations providing services related to human trafficking
- Communication barrier between predominantly foreign victims of trafficking and the South African law enforcement officials
- Requirement for a more knowledge based response to trafficking to fill research gaps

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<sup>42</sup> <http://www.sassetta.org.za/index.php?page=learninglearner>

<sup>43</sup> <http://www.sassetta.org.za/index.php?page=learningapprentice>

<sup>44</sup> <http://www.sassetta.org.za/index.php?page=learningskillsprogramme>

<sup>45</sup> <http://www.sassetta.org.za/index.php>

<sup>46</sup> <http://allqs.saqa.org.za/search.php>

<sup>47</sup> South Africa". Trafficking in Persons Report 2008. U.S. Department of State

- State prosecutors are not sufficiently trained in the field of trafficking which requires special skills

#### 7.2.4 *No. of standards*

Around 12 standards have been identified that possibly cover human trafficking – these relate to Border Agency profession. A full list can be found by following the link in the Appendices.

### **7.3 Cybercrime**

#### 7.3.1 *Summary*

South Africa hosts the third-highest number of cyber crime victims in the world, behind only Russia and China, according to the recently released Norton Cybercrime Report for 2012. The South African Cyber Threat Barometer 2012/13 puts the total direct losses to cyber crime in South Africa between January 2011 and August 2012 at R2.65 billion.<sup>48</sup>

#### 7.3.2 *Key occupations*

In assessing those occupations that might benefit from TnSS, **7** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found in the Appendices.

#### 7.3.3 *Workforce challenges*

- Criminals are more often than not, far better technically equipped and skilled than the law enforcement agencies that have to investigate their criminal conduct.
- Requirement of specialised skills to:
  - Successfully complete investigations
  - Undertake analysis of evidence gathered during the course investigations
- The importance of prosecutors and investigators both who are skilled and knowledgeable in cyber crimes and cyber law to work collaboratively from the onset of investigations
- Forging partnerships with the private to complement the South African Government's efforts to fight cyber crime by complementing its resources with
  - Entrepreneurial;
  - Managerial; and
  - technological skills
- On-the-job training and a cross-pollination of skills.

#### 7.3.4 *No. of standards*

4 standards specific to cybercrime have been located. The list can be found by following the link in the Appendices.

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<sup>48</sup> [http://www.itweb.co.za/index.php?option=com\\_content&view=article&id=60904](http://www.itweb.co.za/index.php?option=com_content&view=article&id=60904)

## 7.4 Prisons and Corrections

### 7.4.1 Summary

The Department of Correctional Services is one of the departments of the South African government. It is responsible for running South Africa's prison system. The department has about 34,000 staff and is responsible for the administration of 240 prisons, which accommodates about 189,748 inmates. The Department's aim is to contribute to a just, peaceful and safe society by detaining inmates in safe custody, while maintaining their human dignity, developing their sense of social responsibility and promoting the general development of all inmates and persons subject to community corrections.

The focus of the department is on improving service delivery through initiatives such as the Integrated Human-Resource Strategy. The department developed and launched the strategy in 2007/08 for effective work organisation, recruitment, retention and development of employees. In 2010, the three-year strategy was implemented and reviewed.<sup>49</sup>

### 7.4.2 Key industries and occupations

In assessing those occupations that might benefit from TnSS, **18** occupations have been identified through a mapping exercise of nation occupational classifications and international classifications. A full list can be found in the Appendices.

### 7.4.3 Workforce challenges

- The capacity to empower offenders by equipping them with life and -other skills
- Needs-based rehabilitation which is aimed at influencing offenders to adopt a positive and appropriate norms and value system, alternative social interaction options, to develop life-skills, social and employment-related skills, in order to equip him/her holistically and thus eliminate the tendency to return to crime.
- Skills development and employability should take into account the structural changes in the South African economy so that training of offenders is in line with the output trends of the economy
- Designing clearly defined organisational structures with identified key functions
- Alignment of organisational structures to core business
- Analysis of business processes
- Alignment of budget with core business
- Determination of the skills and competencies required to perform
- Designing information systems appropriate to the new structure
- Ensuring that offenders are appropriately skilled in market-related skills in order to enable them take their place in the economically active and gainfully employed sector of society upon their release
- Inmate management skills that incorporate:
  - lateral communication, with team work and common understanding
  - direct, interactive supervision of inmates
  - assessment and needs-driven programmes in structured day and correctional plan;
  - multi-skilled staff
  - a restorative, developmental and human rights approach to inmates

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<sup>49</sup> <http://www.info.gov.za/aboutgovt/justice/corrections.htm>

- delegated authority with clear lines of accountability

#### 7.4.4 No. of standards

At least 26 standards have been identified for prisons and corrections (with a further 13 in Probation which may come into contact with correctional services). The full list can be found by following the link in the Appendices.

## Section 8 Conclusions and Recommendations

### 8.1 General conclusions

- There are clear opportunities to develop TnSS in the three sub-sectors; where no standards currently exist (e.g. India) where there are standards of a similar nature that could be rationalise into one common standard (e.g. New Zealand and the UK) and where nations have unique standards which can easily transfer to other nations.
- Primarily, the use of standards appears to be centred on the training and development of existing staff. In order to determine the extent of other usage, further investigation (at employer level) would need to be undertaken. Skills for Justice have just completed a sector wide Employer Skills Survey which is currently being analysed. A number of questions were based around NOS. E.g. usage, coverage, problems, success etc. The results of this research can be shared with INSSO in due course.
- Alongside this, the development of standards related to human trafficking needs to be widened to include other agencies within the justice and community safety sector such as the police and prison services. Outside of this sector, standards should cover agencies such as health and social services.
- Within the justice and community safety sector standards developed to address the competencies required to combat cybercrime are mostly based around e-crime, identification and investigation. Standards could be broadened to include prosecutions and courts and tribunals.
- Outside the justice and community safety sector, the main agencies which would benefit from further development of Cybercrime standards would be those working within the IT sector.
- Standards developed to address competencies required to support employees working in custodial care institutions are mostly based around process requirements. I.e. the three stages of a prisoners' incarceration i.e. *entry into prison*, *time in prison* and *release*. Given the recent drive for payment by results and education of prisoners, there is scope for the development of standards which support prison staff to be professionalised in these areas.

- Outside the justice and community safety sector, the main agencies which would benefit from further development of prison standards would be those working within social services and the health service.
- Most of the standards developed for Human Trafficking tend to be based around process and detection. There is an opportunity to develop more around prevention.
- No real evidence was found to suggest that any skills or proficiency standards were being used across nations in any of the 3 sub-sectors. There was anecdotal evidence that the UKs standards were being used as a proxy for defining other nations' standards – particularly in India (though not in the justice sector) and to a lesser extent other nations referenced the UK.
- However in the case of cybercrime and Human trafficking there are cross-national and multi-national agreements and protocols. These could be used to lever support for TnSS. Like environmental issues, both cybercrime and human trafficking are not subject to boundaries.
- There would be substantial benefits in governments and employers pursuing TnSS. Particularly in Cybercrime and Human Trafficking. International occupational standards would be cost-effective to develop and would ensure that criminal activities that operate across national boundaries are tackled by an international workforce with greater consistency.
- In the case of cybercrime, it is likely that due to the ever changing nature of the threat posed, standards will need to be reviewed, developed and updated at fairly regular intervals.
- In the case of prisons and corrections it would benefit those nations who do not currently have standards in this area to develop them based on currently successful systems such as the UK. It would also help to address other areas of concern such as corruption and human rights records.
- There appear to be opportunities to link TnSS to other frameworks/qualifications etc. In the case of a number of nations (e.g. Canada, South Africa), the respective qualifications authority/regulatory maintain combined databases with standards and qualifications sitting side by side.

## **8.2 Developing TnSS – recommended next steps**

It is clear from the desk research that there are a number of opportunities that can be pursued in the development of TnSS across the six nations. In pursuing the next steps to developing TnSS in human trafficking, cybercrime and prisons and corrections the following should be considered:

- Facilitate additional time and resource to conduct a more in-depth study which would include:
  - wider and deeper search of existing standards
  - contact with key organisations and regulatory bodies
  - gaining access to restricted sites

- further exploration of other frameworks, qualifications etc.
- inclusion of a more diverse range of nations (to include some EU, Scandinavian etc.)
- further desk research to discover and interrogate secondary workforce and employer surveys (e.g. UK Employer Skills Survey, Labour Force Survey etc.)
- construction of an international skills shortage list relating to the 3 sub-sectors
- Use the UK as a template
  - contact with key organisations to create a definitive UK list
  - investigation of other NOS lists held by other SSCs
  - conduct a comprehensive mapping exercise
- Construct a definitive cross-nation list that contains all applicable standards stratified by
  - matching standards
  - unique standards - not applicable to other nations
  - unique standards –applicable to other nations
- On agreement of a final international list:
  - determine the potential international stakeholders and partners
  - determine potential funders
  - move into Phase 2 by securing the support of employers, governmental agencies, and regulatory and standard setting bodies

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