

TERMS OF REFERENCE
for *Prison Specialist, HMP*
Office of the Deputy Governor
—Government of Montserrat

1.0 Background

The mandate of Her Majesty Prison within the Office of the Deputy Governor is to provide a safe and secure custody of prisoners and support their rehabilitation and successful re-integration into society. Over the years the Senior Management Team at the Prison has seen a shortfall in the Human Resource capacity at the Senior Management level. There must be specialist expertise to support the Superintendent to give a more harmonious approach to modernisation and improvements, directing culture change and improving leadership and management where necessary. There is a critical need for good line management techniques, sharing of personal experiences that would allow for mentorship, coaching and support to learning and development. There should be techniques and activities introduced that would have an impact on staff morale and professionalising the prison team through formal and on the job training, sharing experiences, developing and implementing Prisoner Rehabilitation Programmes and regimes; addressing prisoners security and welfare; ensuring that all emergency response plans, contingencies and apparatus are updated and functional.

2.0 Purpose of Assignment

The Government of Montserrat is seeking to recruit a highly qualified, competent Prison Specialist to drive the Key Strategies of Her Majesty Prison so that the Priority Agenda can be realized and achieved at the highest level. This Specialist would coordinate with the Management of the Prison to manage the resources, systems, policies and procedures to ensure a safe and secure custody of Prisoners, support rehabilitation and integration into the society of Montserrat. The expertise provided will strengthen the Senior Management Team to execute the main output as indicated in the Strategic Plan for the institution, that is the reduction of repeat offenders; ensuring successful rehabilitation of the prisoners into the society; enhancement and maintenance of safe and secure custody of the prisoners; delivery of high quality custodial services in accordance with the Montserrat Constitution, the Prison Act and other regional Human Rights Policies and Regulations.

3.0 Scope of Work

Strengthen Command and Leadership

Develop frameworks that encompass strategies and techniques; implement and monitor leadership and management practices; coach and mentor functional heads to effectively support the Superintendent at the strategic level; provide practical opportunities to strengthen good command and leadership skills that are guided by international and regional standards.

Modernization and Change

Partner with the Superintendent to carry out the Administrative and legal obligations of the Prison; implement reform and transformational initiatives; introduce activities that would promote positive cultural change thereby enhancing the overall modernisation of the Prison Service.

Building Capability for All

Encourage equality and diversity amongst the HMP Team; drive the latest thinking on prisoner rehabilitation; implement programmes focusing on staff welfare, psychosocial health, individual performance and morale; introduce latest good practice to mitigate risks; plan, prepare and educate on diverse prisoner needs (juvenile, prisoners' gender and prisoners with special needs); conduct learning needs analysis to bridge skills gaps; to drive a cultural change for the HMP team to embrace personal development and improve team professionalization.

Financial and Budget Management

Support the management of projects, programmes and prison resources to effectively implement day to day operations in accordance with the Public Finance and Accountability Act 2008. Provide direction on prison infrastructure and facilities to ensure safe and secure custody of prisoners.

Managing a Quality Service

Working with Prison Stakeholders (the Parole Board, Police, AGs office, Social Services and other stakeholders) to adopt a best practice set of procedures to deliver a quality service.

4.0 Qualifications

A Bachelor's Degree/Masters in Correctional Management or a related field. Any Certification in Correctional Management, Leadership or Administration would be an asset.

5.0 Skills / Experience

- At least ten (10) years' experience in Correctional field
- A general understanding of correctional institutions in small island states (preferably in the Caribbean)
- Possesses practical problem-solving techniques
- Excellent leadership skills
- A good teamwork promoter
- Very decisive, dedicated and resilient.
- Practice open-mindedness and selflessness
- Effective Communicator
- Good mentor and coach in the related field

- Good interpersonal Skills
- Good analytical skills
- High degree of resilience and responsibility
- Superior decision making skills
- Possess good stress coping mechanism

6.0 Reporting and Management Arrangements

The Prison Specialist will report directly to the HE/Hon Deputy Governor.

7.0 Remuneration

The Remuneration package for the post of Prison Specialist is EC\$(190,000) per annum (taxable)

8.0 Duration

Appointment will be made on a contractual basis for a period of three (3) years.