

# 2021 Strategic Planning Session

## MTEF PLANS

OUTCOME: 6

High performing ethical  
organisation



# Presentation outline



# CONTEXTUAL ISSUES 1



## INTERNAL



## EXTERNAL



**Item 1.** Impact of Covid19 on employee productivity, employee morale and the working culture on an already poorly capacitated workforce

**Item 2.** Approval of the Integrated HR Strategy that clearly defines HR initiatives to deliver on a High Performing Ethical Organisation with an Ideal Correctional Environment

**Item 3.** Inadequate Information and Technology system support to provide for ease of standardization of HR Initiatives in order to improve effectiveness and efficiency (4IR) as well as elearning requirements

**Item 4.** Completion of the Organisational Structure that is aligned to the Service Delivery Model, is Centre Centric and enables the department build capability that will result in being a professional organisation

**Item 5.** Continued reduction of Compensation of Employee Budget and limited funding for associated resources including training of employees and upgrades of Training Facilities

**Item 6.** Need to improve work environment with respect employee relations and employee health and wellness

**Item 1.** On going mutations of Covid19 and inability to stop the spread amongst the population

**Item 2.** Economy continues to be under pressure and the government is containing spending through fiscal consolidation and reduction of the public sector wage bill and the CoE will remain under pressure.

**Item 3.** Increased need for service delivery up to district level, accountability and consequence management by governance bodies and society at large

**Item 4.** Growing unemployment especially on youth resulting in increased demand for the department to create work



# ROOT CAUSE ANALYSIS

**Cause 1: Lack of integrated business information for informed decision making**

**Cause 2: Inadequate organisational capacity**

**Cause 3: Lowly skilled staff**

**Cause 4: Insufficient budget allocations for programmes and projects**

**Cause 5: Non compliance to key legislation, prescripts and policies**



Poor service delivery

Lack of talent management strategy

Inadequate culture and work climate initiatives to identify underlying problems and resolve them

Negative audit outcome

Demotivated workforce

Fraud and corruption

**CORE PROBLEM: Lack of an enabling environment that supports service delivery excellence**

Inadequate compliance monitoring coverage

Poor service delivery

Inadequate resourcing of the colleges

Inconsistent implementation of HR directives

Fraud and corruption

Unethical conduct

Inadequate Covid19 awareness among officials

Inadequate Change initiatives to help employees cope

Poor recruitment and retention strategy

Organisational structure not aligned to mandate

Lack of segregation of duties

Explanation.



# IMPLEMENTATION OF INTERVENTIONS 1 of 5

High performing ethical organisation	Stakeholders	Progress since 2020	Date of completion
Strategic Human Resource Management	Employees, Organised Labour, DPSA and DPME, All Newspapers	HR Strategy developed and contains interventions that will enable management of HR in a strategic manner.	March 2022 / N/A for advertisement of posts
Full decentralisation of HR functions	Employees and Organised Labour	The decentralization of HR functions is part the Structure Re-Alignment and Downsizing of Head Office and Regional Office process.	2 <sup>nd</sup> Quarter of 2022
		The HR Structure will be aligned to the Ulrich model that provides for the HR Business Partner .	
		This means fewer specialists and more generalists supporting core functions. 95% of Persal functions (supporting the implementation of HR Policy and Prescripts) have been fully decentralized in line with the competency of each office or region.  Head Office only pre-occupied with policy, monitoring and evaluation activities and those assignments that are national competencies.	

# IMPLEMENTATION OF INTERVENTIONS 2 of 5

High performing ethical organisation	Stakeholders	Progress since 2020	Date of completion
Consistent implementation of HR directives	Employees, Organised Labour, DPSA, SCOPA and governance bodies	Monitoring conducted by Employee Relations. Development of a database to provide for insight on precedence and ongoing analysis and reporting.	2 <sup>nd</sup> Quarter 2022
Approval and implementation of functional, centre-centric organisational structure	Employees, Organised Labour,	The Operations Management Framework provided for the service delivery model. Options of the Organisational Structure were developed in alignment with the service delivery model. A number of engagements have taken place with Pre-manco and the process to finalise the structure re-alignment is underway.	March 2022
Partnership with other departments, professional bodies MoUs; allowance for professionals, extension of Community services programme to include other professionals	Employees, HR Branch,	Engagements with SETA, DHET, and NSG took place. NSG provides some of the training. MOA signed with SANDF and NIOH. Partnerships with UNISA, TUT, NSG, SASSETA, SAPS, PFTC	2 <sup>nd</sup> Quarter 2022
	Employees Department of Health DC Health Care Services Regions	The Department has been gazetting positions for Community Service Psychologist & Pharmacist each year. The appointment of additional Community Service categories was placed on hold. The department partnered with educational institutions including NSG to provide Leadership development programmes	Not applicable

# IMPLEMENTATION OF INTERVENTIONS 3 of 5

High performing ethical organisation	Stakeholders	Progress since 2020	Date of completion
Capacitate the Management Areas and Correctional Centres	Employee and Organised Labour	A draft Strategy to downsize Head Office and Capacitate District Management Areas, Correctional Centres, Remand Detention and Community Corrections has been developed and will be implemented in parallel with the OMF Phase II, Workstream 1, People and Structure	Third Quarter 2022/23
	Core Branches and Regions	In recognition to the reduced Cost of Employee budget a decision was taken to reprofile funding for the following categories of posts, Heads of Correctional Centres, Heads of Community Corrections, Social Auxiliary Workers, Professional nurses and Correctional Supervision and Parole Board, regions send status reports on a weekly basis.	Not Applicable
Consistently avail adequate budget for the colleges	Finance, National Treasury	Budget allocated to the training colleges is still insufficient to deliver the learnerships, Leadership and employee development	Unknown
Approve the appropriate shift system after sufficient staffing has been provided	Organised Labour, Employees, Pre-Manco Members	Through engagements with Organized Labour, different Shift Systems identified which require additional funding. These Systems include the following: 7.5 hours per day in a 14 day cycle (12 days on and 2 days off). This shift system does not require overtime payment but averaging of hours agreement is necessary. 12x2 shift pattern system (8 hour shift) – requiring overtime payment of R964 million (every Sunday to be paid as overtime) 5x2 shift system- and this system will compel the employer to pay an overtime of R1.3 billion with Sunday being an overtime.	Third Quarter 2022/23
Implement integrated employee health and wellness programmes and training aligned to COVID 19	Employees and Organised Labour	Employee Health and Wellness programmes were implemented in response to Covid19, however such were curtailed to accommodate social distancing and Covid19 protocols	Ongoing in line with Covid19

# IMPLEMENTATION OF INTERVENTIONS 5 of 5

High performing ethical organisation

**Stakeholders**

**Progress since 2020**

**Date of completion**

Review the line of sight between HO, Regions and Management Areas by clearly defining roles and responsibilities

Employees, Organised Labour

Included in the OMF Phase II, Workstream 1 People and Structure. The current process of re-alignment of the Organisational Structure applies the principle “Direct line of sight and direct lines of accountability between operations and head office”. In order to ensure accountability between operations, Organisational Structure process will be followed by the review of the Human Resource Delegations.

March 2022

Monitor of compliance to legislation and Prescripts

HR and Legal

HR Inspections have been conducted, though at minimal level to minimize exposure to COVID19, Have intensified the conducting of desk top audits as alternative way of monitoring compliance with prescripts. without having contact visits.

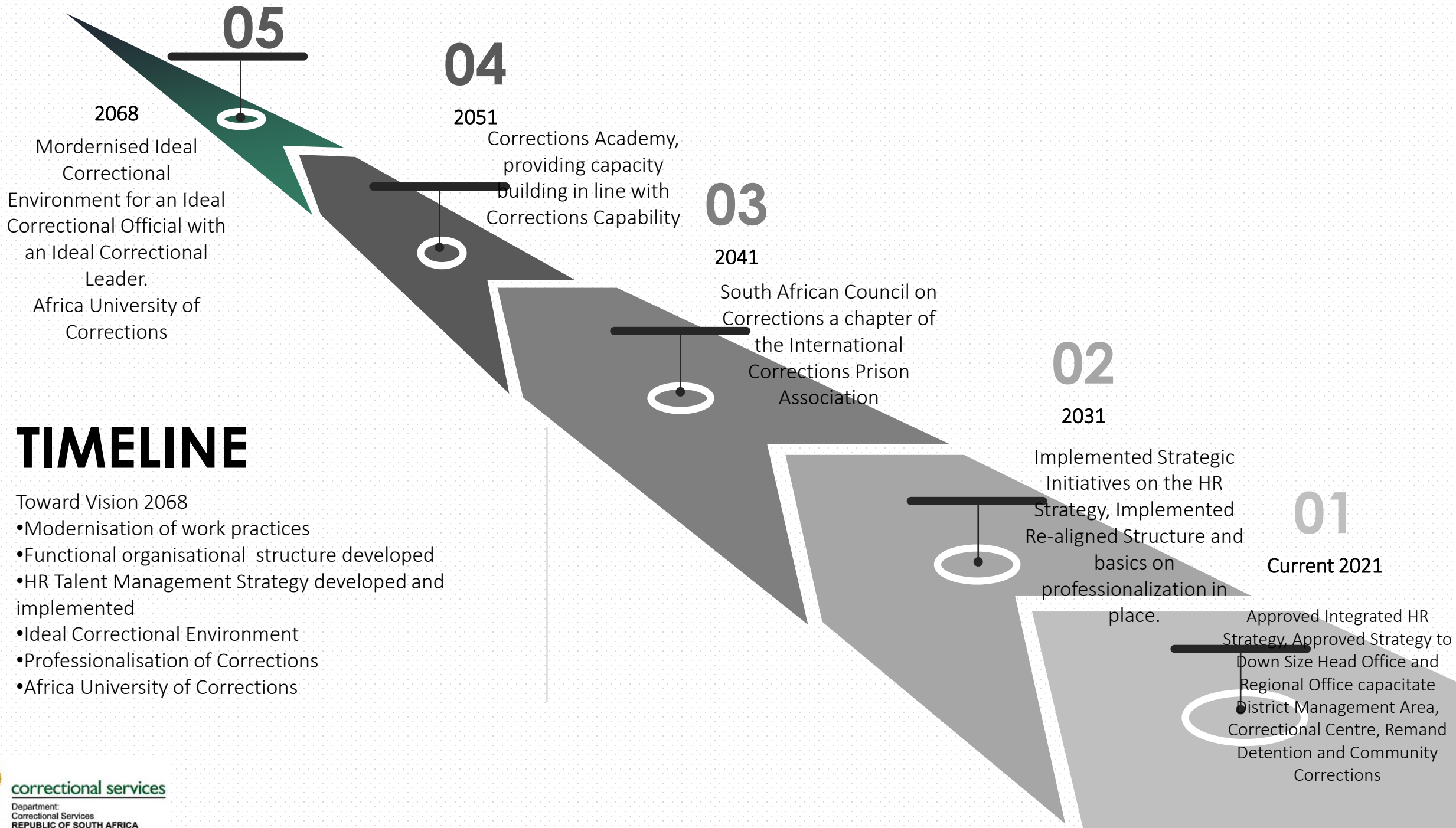
Employee Assistance programme, HR Directive on Covid19, Sports Compliance sessions ongoing with the regions and sports codes. Covid19 Sports Compliance sessions conducted with all the regions, Twenty Four Wellness articles on Covid19 and wellness topics published through internal communications

On Going



# IMPLEMENTATION OF INTERVENTIONS 6 of 6

High performing ethical organisation	Stakeholders	Progress since 2020	Date of completion
Develop and implement Talent Management Strategy	Employees, Organised Labour, DPSA	Draft Talent Management Strategy to developed and needs to be aligned to the outcomes of the re-aligned structure	2 <sup>nd</sup> Quarter 2022
Professionalise the Department	HRD, Legal Services, Employees, Organised Labour, DPSA, SETA, DHET	<p>Department continues to provide corrections programmes as well as accreditation of all programmes.</p> <p>A business case to develop a Council on Corrections has been initiated.</p> <p>Draft legislation on Professional Council developed and consulted internally</p>	Ongoing in line with Strategy 2068 April 2023



# VISION 2068

2021

2031

2041

2051

2068

Approved integrated HR Strategy that details HR Interventions in support of the achievement of strategy 2068 (ER, Training, Talent Management, HR Admin and Integrated Health and Wellness)

Functional Organisational Structure:

- Downsizing of Head Office and Regional Office to capacitate District Management Area, Correctional centres, Community Corrections and Remand Detention
- Secure endorsement for the preferred option of the organizational structure to complete the organizational structure re-alignment that is centre centric.
- Laying the basics of Professionalisation of HR through a decentralized HR Model

Conduct change Management to support the implementation of the integrated HR Strategy, the downsizing of Head Office and Regional Office, the approved re-aligned structure and a decentralised HR Model

Implementation of the approved business case for the South African Council on Corrections.

Engage GITO for the development of ICT initiatives that enable efficiency and effectiveness as well as modernisation thereof

Initiate and implement initiatives that support employee wellness and employee relations.

Professional ideal correctional official registered with the South African Council on Corrections, a chapter formed in collaboration with the International Corrections Prison Association and other bodies.

Compliance with the Corrections code of conduct Deepening Strategic HR and professionalization of Corrections

Employment of youth through the normal recruitment process and advertising of more learners posts

Deliver academic programmes in Corrections for the country and the African continent.

Engage partnerships for improved delivery of correctional programmes.

Certified Correctional Official  
Certified leadership who is trained and coached in corrections  
Ongoing employee engagement and work climate surveys to ensure ideal correctional environment is achieved.

Implementation of Africa University of Corrections as a leader in Corrections in Africa.

50 year plan



# CONTRIBUTION TO DELIVERY PRIORITIES

## **Manage the pandemic**

- Continue with issuing of directives in line with the alert levels announced in terms of Disaster Management Regulations on an going basis
- Continue with implementation of the COVID-19 Vaccination Rollout plan and protocols in managing the pandemic

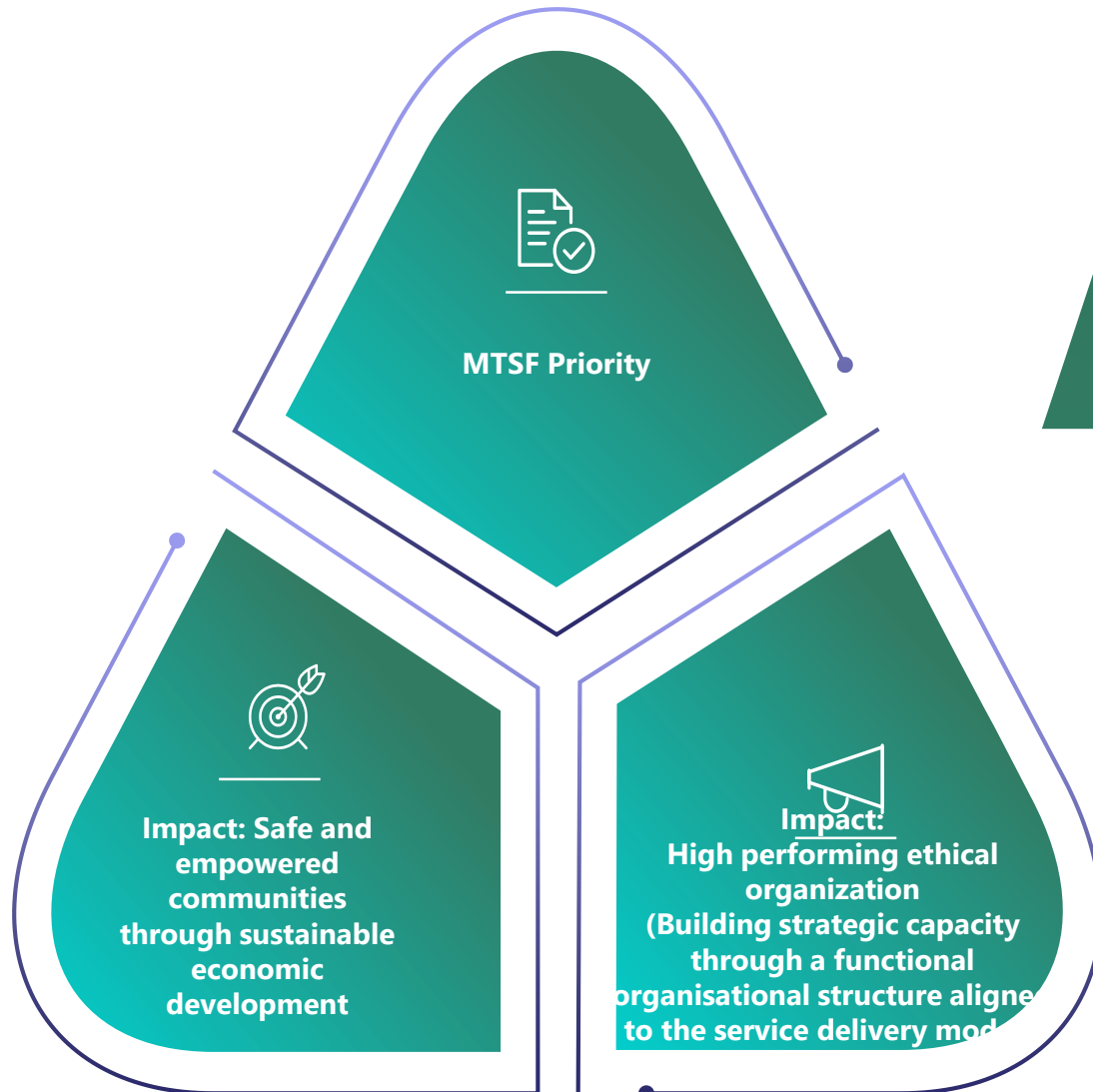
## **Drive economic recovery**

- Employ and develop skills for the implementation of the self-sufficiency programme
- Ensure the Structure re-alignment also provides for implementation of the district development.
- Continue to implement Youth Employment Programmes

## **Enhance state capability to deliver**

- Building strategic capacity through a functional organisational structure aligned to the service delivery model and the Vision 2068
- Professionalisation of Corrections, capacity building and strategic skills programmes for a high performing ethical and modernized corrections
- Downsizing of Head Office and Regional Office in order to capacitate District Management Area, Correctional Centre, Remand Detention and Community Corrections and contribute towards managing the public sector wage bill

# MTEF Plans



## Annual Performance Plan Indicators

1. Youth Employment within the department.
2. Percentage of compliance to employment equity plans on SMS and PWD's.



## Annual Operational Plan Indicators

1. Approved and implemented organisational structure that is aligned to the service delivery model
2. Accredited strategic capacity building, skills and training (WSP) funded and provided to 80% of correctional officials
3. Culture and Work Climate initiatives that improve work climate employee engagement and employee morale
4. Implemented shift system



**correctional services**

Department:  
Correctional Services  
REPUBLIC OF SOUTH AFRICA



# MTEF Plans (APP)

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Output (APP current) Employment Equity	Percentage of Youth Employed within the department	20%	50%	<ul style="list-style-type: none"> <li>Compliance with Gender and Disability targets / EE Plan.</li> <li>Ring-fencing vacant positions to appoint PWD's and SMS to ensure equitable representation of the workforce.</li> <li>Acknowledge &amp; implement the Principle of Reasonable Accommodation.</li> <li>Uplift the moratorium on appointments.</li> <li>Stakeholder involvement - (DWYPD, disability sector, business, Higher Learning institutions, OSW etc.</li> </ul>
	Percentage of Compliance to EE plans on SMS	Males 50,32% Females 49.68%	Males 50% Females 50%	
	Percentage of Compliance to EE plans on PWD's	0.74%	0.81 (297/39 880)	

# MTEF Plans (AOP) 1 of 4

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Output (AOP new) Centre Centric Organisational Structure that is aligned to the service delivery model	Standardised post establishment at District Management Area, Correctional Centre, Remand Detention and Community Corrections operating with at least 80% funding of approved post establishment	Strategy for Down Sizing of Head Office and Regional Office approved in Q4	District Management Area, Correctional Centres, Remand Detention and Community Corrections funded and staffed not less than 80% of approved post establishment	Ability to transfer employees from Head Office, Management Area and other posts to provide for capacity at the District Management Area, Correctional Centre, Remand Detention and Community Corrections

# MTEF Plans (AOP) 2 of 4

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Strategic Operational Outputs (how do we deliver the outcomes)	Number of Modules of the draft Learning Material for Dog Handlers Qualification developed	0	7	Availability of subject matter experts and budget
	Number of Modules of the draft Learning Material on Correctional Services Manager Qualification developed	0	2	Availability of subject matter experts and budget
	Percentage of Senior Management Service officials trained in leadership related courses	50%	50%	Sufficient budget allocation to deliver the training and SMS members will attend scheduled training programmes
	Number of officials trained on LGBTIQ+	1508	3000	Sufficient allocation of budget to deliver the training and availability of Master Trainers to deliver the training
	Number of bursaries allocated	459	454	Bursary budget allocated; Approval granted for the allocation of bursaries
	Number of officials trained through External Training		300	
	Number of graduate interns enrolled on the Public Service Internship Programme	42	120	Availability of budget Approval to advertise and place graduate interns Availability of human resources (mentors), tools of trade and office space.
	Number of student interns enrolled on the DCS Student Internship Programme	439	300	Availability of human resources (mentors), tools of trade and office space.
	Number of learners enrolled on Correction Services Learnership NQF LEVEL 4 and Firearm skills Programme.	0	1032	Availability of budget and approval of the learnership by the delegated authority
	Number of officials trained on DCS Orientation and Induction Programme	??	120	There will be new appointments. Availability of officials for training Budget.




# MTEF Plans (AOP) 3 of 4

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
Strategic Operational Outputs (how do we deliver the outcomes)	<b>Number of officials trained on Compulsory Induction Programme</b>	163	120	Appointment of officials and budget allocation
	<b>Development of the Business Case for the Establishment of the Corrections Learning Academy</b>	Project charter developed and benchmarking undertaken	<b>Business Case for the Establishment of the Corrections Learning Academy developed</b>	Budget allocation, availability of key stakeholders
	<b>Professional Council on Corrections draft legislation developed</b>	Professional council draft legislation consulted internally??	Draft legislation submitted to Legal Services/NCCS for further handling	Availability of Legal Services capacity for the project.
	<b>Number of officials enrolled in occupational qualification (Offender Release and Placement Practitioner NQF Level 6)</b>	0	252	Budget Availability of the training centre
	Number of officials trained in line with the WSP	11 997	17550	Budget Alert levels allow training



# MTEF Plans (AOP) 4 of 4

Level of Result	Indicator	Baseline 2021/22	Target 2022/22	Assumption/Enablers
<b>Strategic Operational Outputs</b> (how do we deliver the outcomes)	Finalised the Structure Re-Alignment and obtain approval	Endorsement of one option for Macro Structure and finalisation of a business case	Aligned Structure approved by EA and concurrence obtained from DPSA	Pre-manco endorses options provided and sufficient resources provided to work on the structure.
	Obtain approval for the Strategy to down size Head Office and Regional Office to capacitate District Management Area, Correctional Centre, Remand Detention and Community Corrections	None	Harmonised District Management Area, Correctional Centre, Remand Detention and Community Corrections	Instant Shifting of funding from Head Office and regional Offices
	Training programmes reviewed to support re-aligned structure and strategy for down sizing of Head Office and Regional Office	Not Available	80% of transferred officials who need training provided with refresher corrections training or trained for their new roles	Funding for training initiatives made available. Use of e-learning and strategic partnering to improve capacity
	Implementation of Shift System	Options for Shift System have been provided to internal stakeholders and <b>organised labour and consensus on the appropriate Shift System remains outstanding</b>	Implementation of the Shift System	Organised labour and DCS agree on a cost effective system for implementation
 <b>correctional services</b> Department: Correctional Services REPUBLIC OF SOUTH AFRICA				





# STRATEGIC RISKS

01

Structure that is not aligned to the service delivery model: Completion of the OMF Phase II, Work stream 1 People and Structure as well as approval by the EA and concurrence by the Minister of DPSA

High

02

Unavailability of an approved and implemented Talent Management Strategy; Completion of the Talent Management Strategy that supports the re-aligned structure, a self sufficient work environment and a centre centric model

High

03

Unavailability of an approved and implemented Shift System: Finalisation of the Shift System engagements with organized labour and employee in addition to Insufficient budget to fulfill the mandate of the Department

High

04

Non implementation of enabling Organisational Culture and Work Climate: Initiation and implementation of culture enabling initiatives such as change management, culture and work climate survey and implementation of initiatives to address the gaps

High

05

Unavailability of appropriate or updated capacity building initiatives. Ongoing development and updates of accredited training in support of the Talent Management Strategy

High

# Critical success factors

- Approval and Implementation of the HR Strategy and Plan. The HR strategy has been developed and is in the process of being approved.
- Approval and Implementation of the OMF Phase II, Work Stream 1, people and structure once it is completed in Q4 of 2021.
- Approved and Implemented Talent Management Strategy.
- HR culture and work climate interventions and HR Projects that support a high performing organisation approved and implemented.
- Implemented strategic capacity building initiatives that are accredited.
- Approved and Implemented uniform shift system that factors the current funding challenges of the department.
- 50 : 50 SMS target achieved through aggressive monitoring of EE Plan implementation. .



THANK  
YOU