Sub workstreams of Workstream 2

Sub Work-stream 2,3
Capturing of business processes for Security, Facilities and Social Reintegration.

Sub Work-stream 2,0
System and mapping support

Sub Work-stream 2,2
Capturing of business processes for support functions

Sub Work-stream 2,1
Capturing of business processes for Incarceration, Care and Rehabilitation

2,0

2,3

2,1

2,2

WORKSTREAM 2
People and Technology

Project Summary

Overall Project Status		On Track	The project is well controlled. Some issues may have been identified, but effective actions are planned for solving them.
*Key indicators: budget, schedule, stakeholders, scope, resources	✕	**Off Track**	The project has problems that require change in plans. Additional focus and management is essential to bring the project back under control.
		At Risk	The project has serious problems. One or more* key indicators are in at risk status.
		Not Started	Not started (and not scheduled to start)
Corrective measures:	Project schedule is revised to complete the outstanding tasks. The declaration of the Disaster Management Act in March 2020 has brought about numerous disruptions in the normal course of business, including availability of stakeholders, travel plans and project activities. The Master Information Systems and Security Technology Plan (MISSTP) project embarked on the development of a plan to materialize the DCS vision, through various drivers sourced from business, strategy and situational factors (e.g. Covid-19). A Enterprise Architecture (EA) model was utilized to encapsulate architecture elements, the output of which involves the depiction of DCS's "As-Is" and "To-Be" situations, and through analysis identify the Gaps necessary to transform the "As-Is" to the "To-Be"		

Progress Report

Project Start Date:	01 April 2020	Planned End Date:	31 March 2026
Current Phase::	Implementation / Execution		

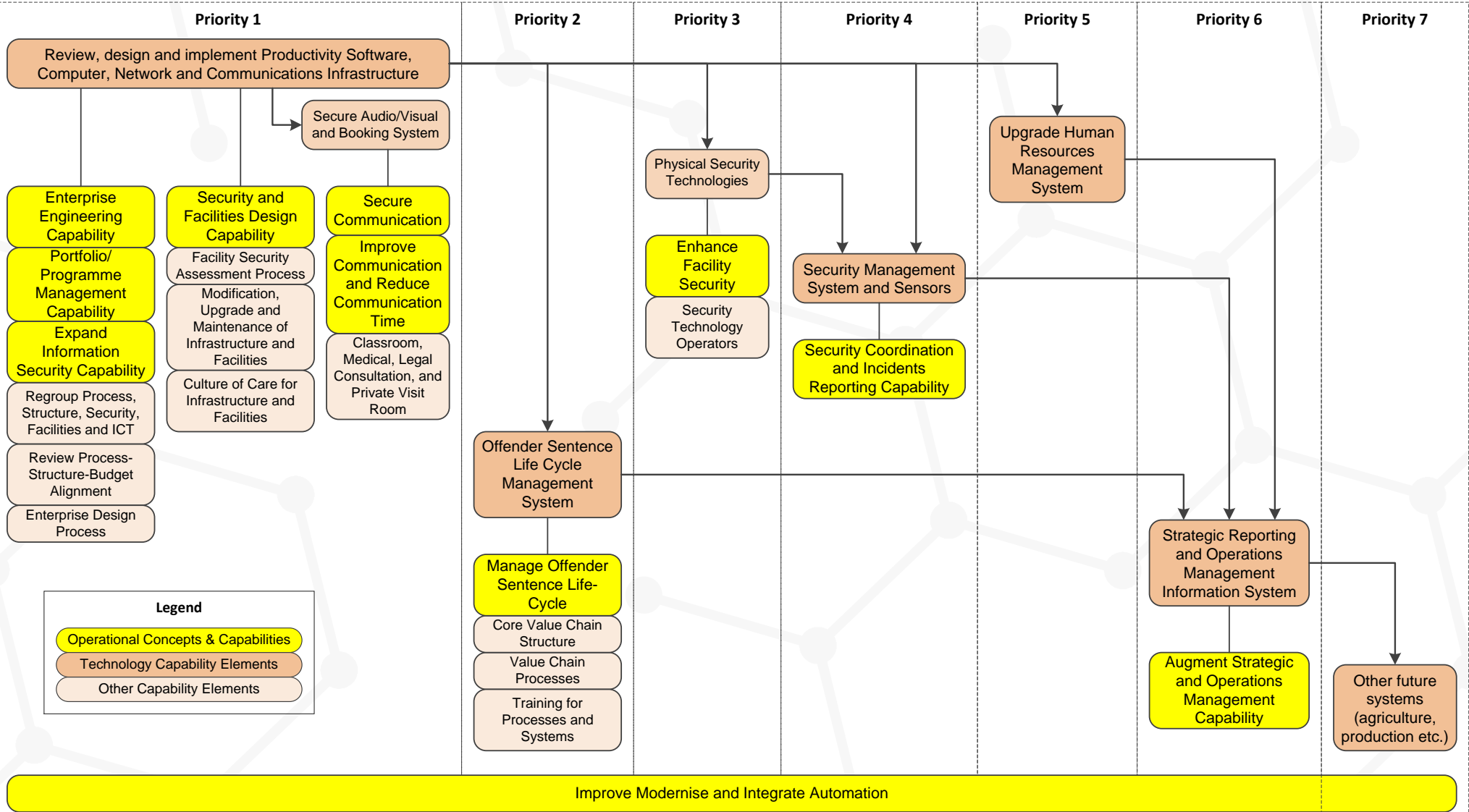| Major Milestones or Deliverables		Status	Plan Date	Revised	Actual Date	% Complete
1.	MISSTP	🟩	31 December 2020	28 February 2021	15 February 2021	100%
2.	Integrated Inmate Management System (IIMS)	🟧	31 March 2022 (55/461 sites) or 12%	31 March 2025	03 December 2021 (38/461 sites) or 8%	8%
3.	Cabling, Switches & VoIP	🟩	31 March 2026 (28/360) or 8% - VoIP Telephone		03 December 2021 (14/360) or 4%	4%
4.	Integrated Security Systems	🟥	31 March 2025		Pilot	N/A
5.	Electronic Monitoring	🟩	30 April 2022 (37/37 – Phase I)	30 June 2022 (37/37 – Phase I)	03 December 2021 (15/37 – Phase I)	40%
6.	Biometric Systems	🟧	30 June 2021 (7/7 work packages)	31 Oct 2021 (Bio Device excl. Engine)	19 December 2021 (6/7 work packages)	85%

Progress Report

- The MISSTP is approved and in execution, citing some of the highlighted areas of intervention in progress

- The purpose of developing the MISSTP is to articulate the DCS vision for the development of security technology, and an inclusive information service, that keeps pace with Government policy shifts, strategic imperatives, socio-economic and technology factors.

- The MISSTP has to align security technology, enabling information systems, facilities, services and skills with the DCS strategic objectives and value chain to ensure reliable and sustained service delivery now, and in the future.

- Technology-focus Roadmap is defined and presented and adopted

Progress Report

Priority 1

Review, design and implement Productivity Software, Computer, Network and Communications Infrastructure

Secure Audio/Visual and Booking System

Enterprise Engineering Capability

Portfolio/ Programme Management Capability

Expand Information Security Capability

Regroup Process, Structure, Security, Facilities and ICT

Review Process-Structure-Budget Alignment

Enterprise Design Process

Security and Facilities Design Capability

Facility Security Assessment Process

Modification, Upgrade and Maintenance of Infrastructure and Facilities

Culture of Care for Infrastructure and Facilities

Secure Communication

Improve Communication and Reduce Communication Time

Classroom, Medical, Legal Consultation, and Private Visit Room

Priority 2

Offender Sentence Life Cycle Management System

Manage Offender Sentence Life-Cycle

Core Value Chain Structure

Value Chain Processes

Training for Processes and Systems

Priority 3

Physical Security Technologies

Enhance Facility Security

Security Technology Operators

Priority 4

Security Management System and Sensors

Security Coordination and Incidents Reporting Capability

Priority 5

Upgrade Human Resources Management System

Priority 6

Strategic Reporting and Operations Management Information System

Augment Strategic and Operations Management Capability

Priority 7

Other future systems (agriculture, production etc.)

Legend

Operational Concepts & Capabilities

Technology Capability Elements

Other Capability Elements

Improve Modernise and Integrate Automation

7

Progress Report

Region	Site/Centre	Dates	No. of Phones (Users)
Western Cape	Warmbokkeveld Goodwood CorrCent Malmesbury CorrCent Pollsmoor CorrCent	22 September 2021 22 – 24 November 2021 31 – 02 February 2022 03 – 11 February 2022	58 216 108 726
Gauteng	Kgosi Mampuru II Devon Odi CorrCent Boksburg CorrCent Attridgeville CorrCent Nigel CorrCent Zonderwater CorrCent Johannesburg CorrCent Baviaanspoort CorrCent Modderbee CorrCent	27 September 2021 28 September 2021 13 December 2021 25 – 26 November 2021 29 November 2021 30 November 2021 01 – 03 December 2021 06 – 10 December 2021 13 – 15 December 2021 16 – 18 February 2022	526 58 58 166 58 58 216 426 216 216
Head Office	Head Office	20 – 31 December 2021	1272

Progress Report

Region	Site/Centre	Dates	No. of Phones (Users)
LMN	Standerton Potchefstroom Witbank CorrCent Tzaneen CorrCent	15 September 2021 18 – 19 October 2021 21 - 22 October 2021 14 – 15 February 2022	108 158 208 108
Eastern Cape	St Albans MA Port Elizabeth CorrCent Umtata CorrCent	25 – 29 October 2021 25 – 29 October 2021 25 – 29 October 2021	426 108 108
FS/NC	Tswelopele CorrCent Grootvlei CorrCent	20 September 2021 21 September 2021	158 208
KZN	Glencore CorrCent Pietermaritzburg CorrCent Durban Westville M Escourt CorrCent	17 – 18 January 2022 19 – 21 January 2022 24 – 28 January 2022 16 September 2021	108 158 526 58

Progress Report

- State allowance per user capped at R500 pm, including the smart phone device
- Unlimited data with no Fair Use Policy (FUP) – blocked content services, except Whattsap, YouTube, Facebook, Messenger, Twitter, Instagram and LinkedIn (dedicated streaming bundle)
- Unlimited Close User Group – Telkom is the only company that offers this converged voice call solution across fixed and mobile numbers, results in significant communication cost savings
- Unlimited SMS
- User can Top-Up at discounted State OOB rate R0.45 (36% discount)

10

Progress Report

- The ISS will be repaired, upgraded, integrated, and maintained to ensure operation of security systems at various Department of Correctional Services facilities.

    - User Requirements Specification (URS) for the physical security technology was defined and discussed with relevant stakeholders.

    - Smart physical security system (SPYSS) was installed at St Albans Correctional Services. The deployment of the SPYSS aims to solve two problems, namely: (i) the protection of the chicken batteries area from intrusion and chicken theft; and (ii) the optimization of the SPYSS through research and development experiments on detectability, alerting and recognition of intruders on site.

    - The CFPSS provided a clear URS on what need to be implemented in all types of facilities.

    - Implementation to five (5) sites based on the CFPSS is received from CSIR at a Cost estimation of R500 million.

Progress Report

- Piloted and implemented a commercial EM solution a few years ago issues ranged from technical (connectivity, operations support) to socio economic/legal.
- A new approach: locally developed EM solution Strategic fit with CSIR mandate and mission around 4IR Open source IoT platforms for horizontal scaling embedded into key users to develop local ecosystem not a typical Supplier/Client relationship due to R&D nature of development
- EM solution to be developed in phases this project is an early-stage prototype system for Phase 1 over 15 months
- 5 parts: Part 1 (socioeconomic) to be done by CSIR partner (HSRC) and rest by CSIR, There were technical, safety, schedule and external dependency reasons for phases.

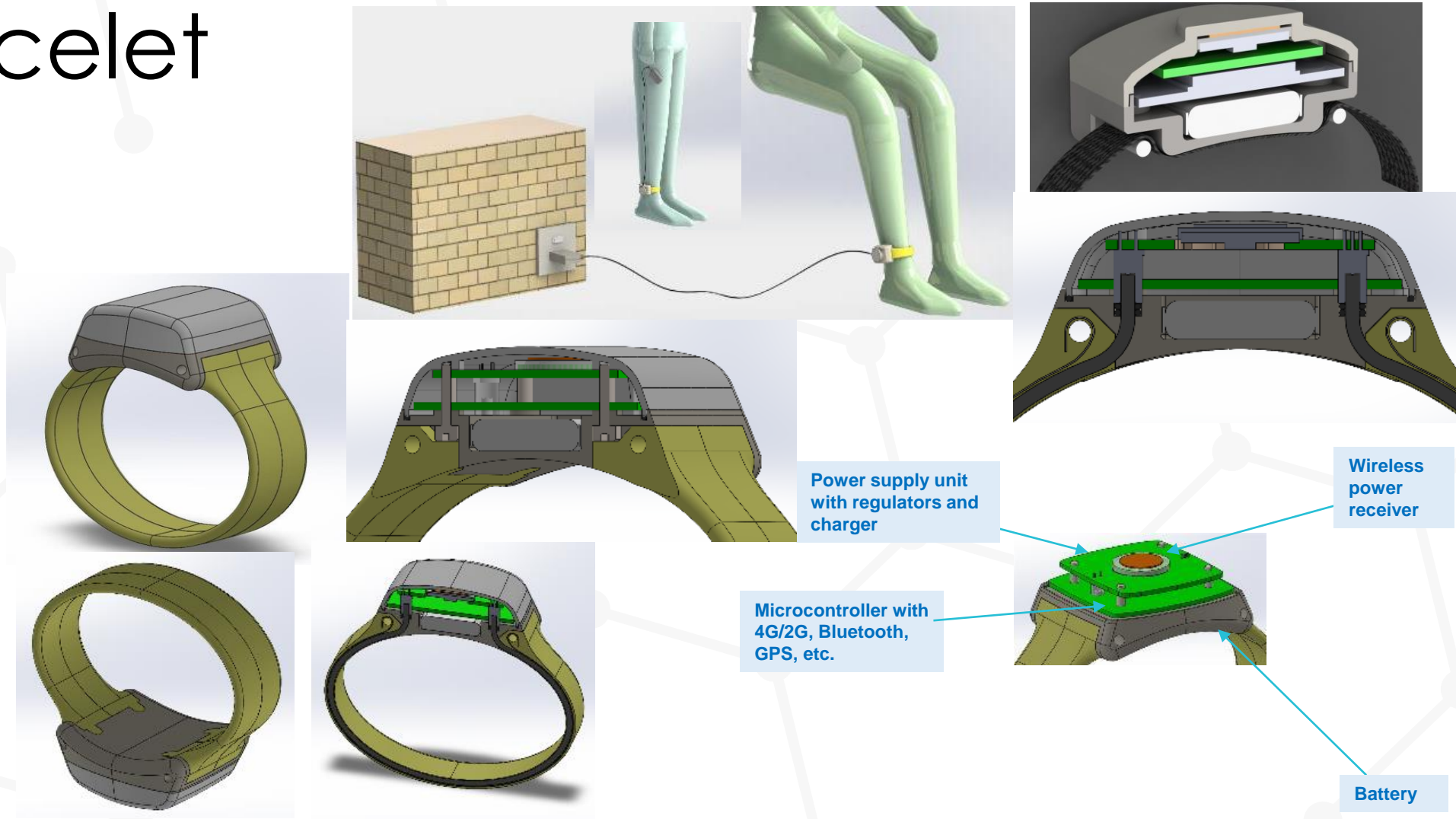| Advantages (Pros)	Disadvantages (Cons)
Can develop local ecosystem; strategic independence Solution can be shared with other security cluster members More customizable for local needs (WAN, user-interfaces, etc.) Expandable: can add adjunct devices for EM and other IoT modules later for electricity, water, etc. Cheaper in the long run	R&D takes time and is more expensive in the short-term Immature systems without the years of experience existing from commercial vendors

Progress Report

- Phase 1
  - Goal: Early-stage prototype with core but unrefined functionality
  - Concentration on the core aspects that a bracelet vendor would provide
  - R&D project: unknowns, learning, mistakes, agile …
  - Very tight schedule with everything on the critical chain – not ideal
  - Frequent progress milestones not deliverables that will finally be left with DCS
  - Used well known patterns of architecture to reduce dependence on external systems integration until the final parts of Phase 1 and for later phases
- Phase 2
  - Adjunct devices
  - Improvement of features like diagnostics, asset management, tamper proof, O&M of platform dashboard
  - Choices on WAN connectivity for Rural areas
  - Improvement of mobile App and possible integration with ComCorr mobile App
  - Additional functionality
- Depending on progress, a Phase 3 is likely.
  - Safety certifications
  - Move from EM to E-Supervision superset functionality
  - Design for manufacturing
 - Local SMME engagement

13

Progress Report

Bracelet

Power supply unit with regulators and charger

Wireless power receiver

Microcontroller with 4G/2G, Bluetooth, GPS, etc.

Battery

14

Progress Report

- A new, DCS innovative biometric device, designed to automate the fingerprint matching, daily lockup/unlocks and rollcalls.

- It can automate the verification of offender fingerprint ("live") with the ink image on a paper (e.g. J7 warrant of detention during the centre admission and release processes).
- It can be pre-loaded with offender information (e.g. personal details, warrants, biometric data, monitoring/supervision, etc.
- On identification, the device can display the relevant identity and warrant information on-screen
- Similarly, it has a database to collect, on rollcall, all information pertaining to individual inmates that have been counted, and produce an exception report for those not counted or missing. (Great advantage for the mass escapes as experienced before, in quickly identifying persons. Similarly, automatically determine the housing unit allocation of the inmates, integrate that information with the IIMS – visits process will be improved, less "hunting" of inmates in relatively large centres)
- Will also enhance the work of Community Corrections supervision and monitoring. Accurate GPS positioning at the time of monitoring visit between the official and the parolee.
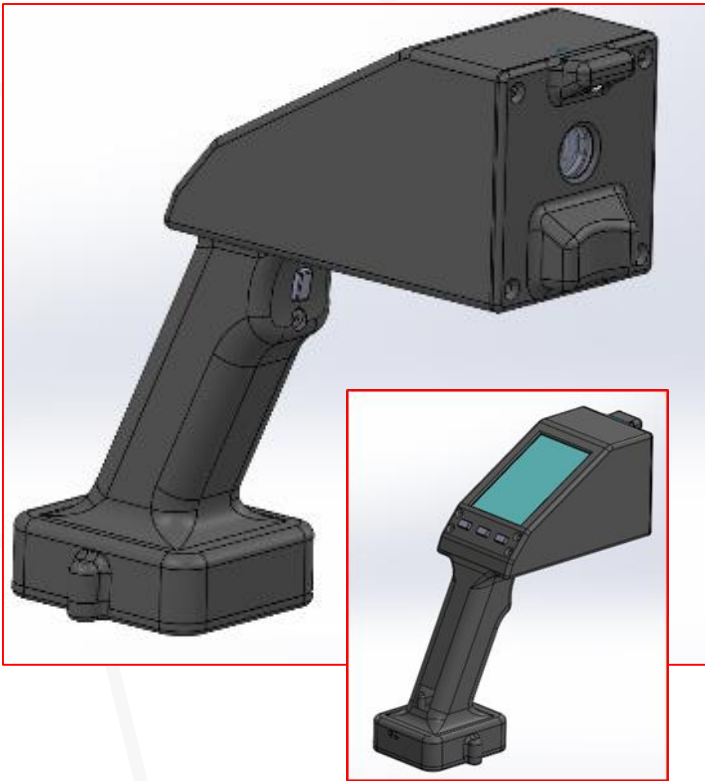
Project Costing and Expenditure

Project Costing & Tracking: Electronic Monitoring			

Comment	Project To-Date		
	Budget	**Actual**	**Variance**
VoIP (Cabling & Switches) – New Telephone Management System	R 21 465 676,39	R12 000 000	R9,465,676
Electronic Monitoring	R 25 541 716.45	R2 348 270.45	R23 193 446
Biometric Systems	R3 854 372	R2 454 825	R1 333 247

Project Challenges and Risks

| Project challenges and risks – Briefly describe the risk/challenge and current status.			
Date Added	Challenge or Risk	Description	Status
04 Dec 2021	Procurement turn around times	Procurement through SITA or from SITA remains the biggest IT procurement challenge.	Ongoing engagements with SITA management
04 Dec 2021	Insufficient budget	Amidst the budget cuts and strained economy growth, there is not enough budget allocated from the base ICT infrastructure platform the Department requires for its 2068 vision, in the medium-term	Continous engagement with Finance and Treasury for special additional budget allocation to strategic key projects
04 Dec 2021	Integrated Security System	We are fragmented in addressing security challenges of the Department	Ongoing collaboration efforts to materialize the ISS strategy

Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status.			
Date Added	Challenge or Risk	Description	Status
04 Dec 2021	Secure Communications	Need for a National Command Centre that will host all the secure applications for centralised monitoring and control of the entire DCS Virtual Private Mesh Network; LAN networks at all DCS facilities, all central based security policies and protocols for all data traffic from the various secure voice, audio-visual, IP data applications, censoring and control systems.	Procurement process
04 Dec 2021	Inadequate resource capacity	Skilled technical workforce	Pending the approval of the proposed micro structure, and co-sourcing strategy

MISSTP – EA Knowledge Management Tool

This tool aims to enable the DCS to manage its architecture as an ongoing asset to enable collaboration, decision-making, benefits realization, risk - and resource optimization over time. Enterprise Architecture will become the repository of detail resulting as input for the master plan.

http://intranet1.dcs.gov.za/evolve/statics/misstp/index.html#/lang=en
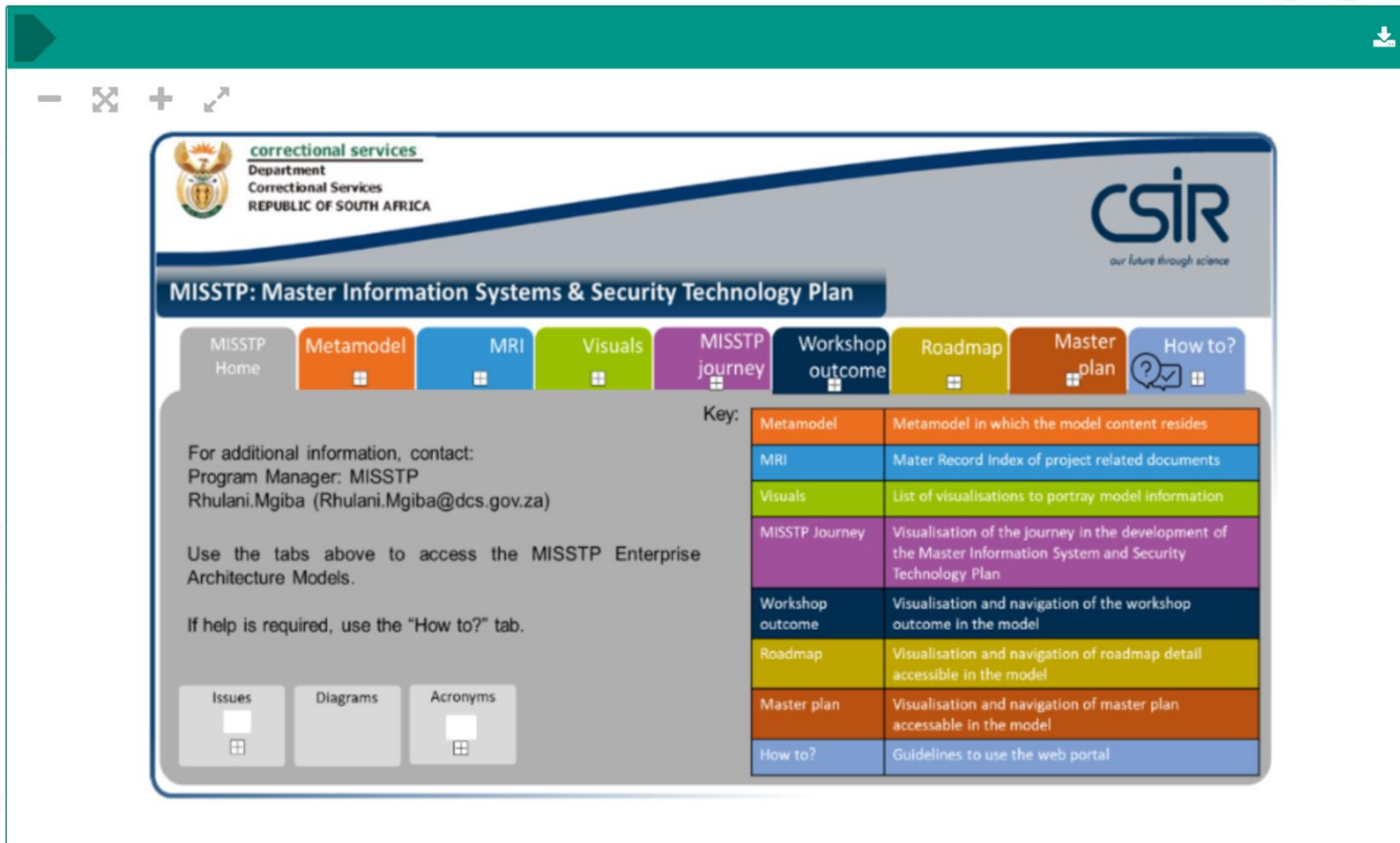
Developed in collaboration with CSIR, the tool is pre-populated with content contributed by a facilitation process between many of the DCS stakeholders.

The purpose of the MISSTP is to construct a Master Plan with a focus on information systems and security technology for implementation.

MISSTP – EA Knowledge Management Tool

An approach referred to as EA Round-tripping was used. This approach is used to extract data from homogeneous or heterogeneous data sources and transforms the data for storing in a defined format or structure for querying and analysis purpose. The following Figure is a depiction of the process that was followed:
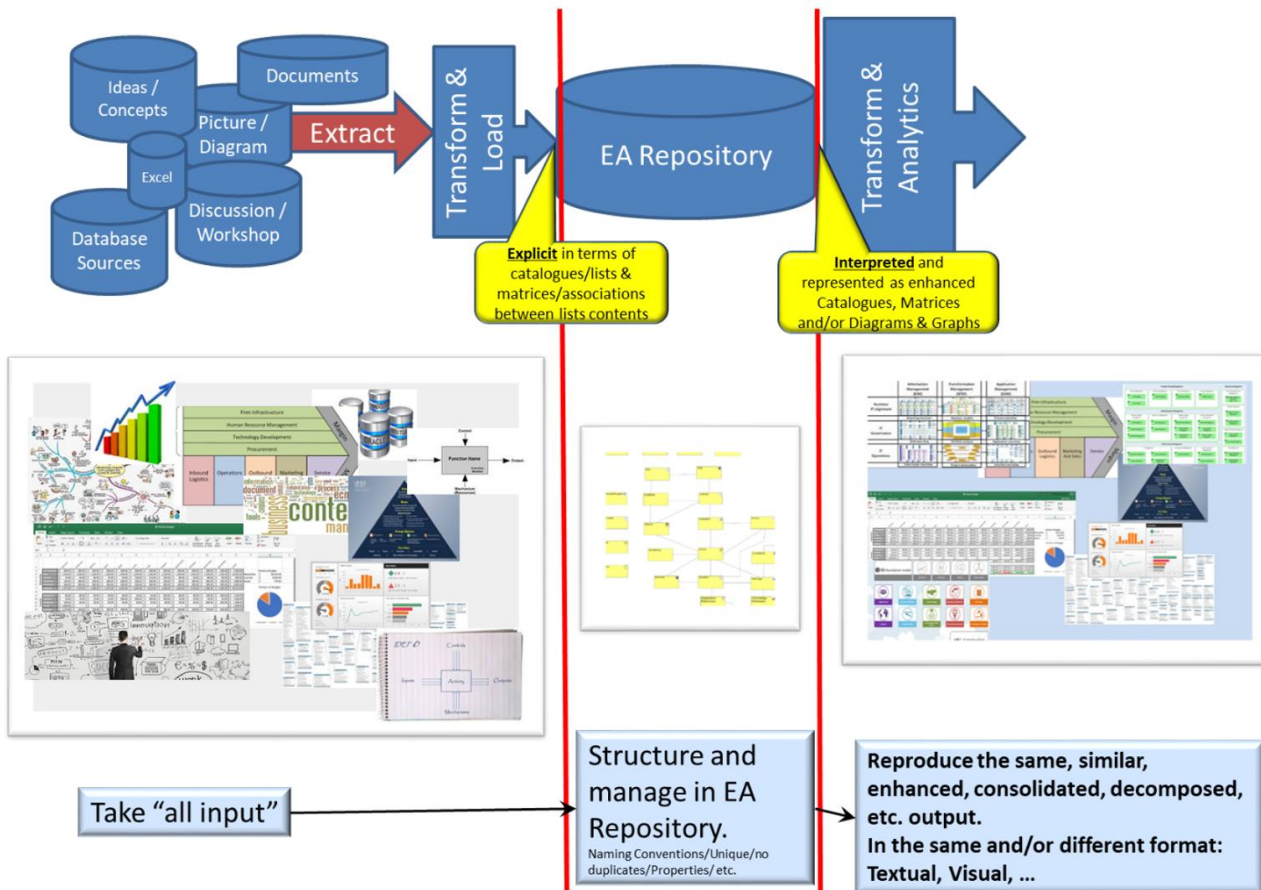
The data sources refers to the data contained within the source documents

Through the process of round-tripping, the data are transformed in a Metamodel

This Metamodel is hosted in an EA tool's repository and, once the data was loaded, various analysis and visualizations are made possible.

The input was interpreted from diagrams, narratives, graphs, lists, processes etc. The interpretation involved dissemination and classification of information transformed according to Object Types and associations thereof.

Additional comments

- Business is in need of technology to ease its most painful points amids the pandemic outbreak, slow economic growth and ailing workforce

- The IT modernization programme and effort aims to introduce such technological advances in a phased approach, aligning with the current and future needs of the Department

- Strategic implementation of key projects aligned to the Departmental objectives and vision

Project Deliverables

01

Core Business at MAs

Business Processes Management for Core Services

02

Support Services at MAs

Business Processes Management for Support Services

03

Head Office

Business Processes Management for Core & Support Services

04

Regional Office

Business Processes Management for Core & Support Services

05

Super Max Correctional Centers

Business Processes Management for Core & Support Services (C - Max & Ebongweni Correctional Centre)

Project Summary

Overall Project Status		On Track	The project is well controlled. Some issues may have been identified, but effective actions are planned for solving them.
*Key indicators: budget, schedule, stakeholders, scope, resources	X	Off Track	The project has problems that require change in plans. Additional focus and management is essential to bring the project back under control.
		At Risk	The project has serious problems. One or more* key indicators are in at risk status.
		Not Started	Not started (and not scheduled to start)
Corrective Measures :	Project schedule is revised to bring the project back on track, the revised scheduling plan is shared with Regions.		

Project Role-players

Indirect role-player :
- Provide an external view of DCS and the efficiency of services rendered. Provide input on improvements that will inform "To Be" processes
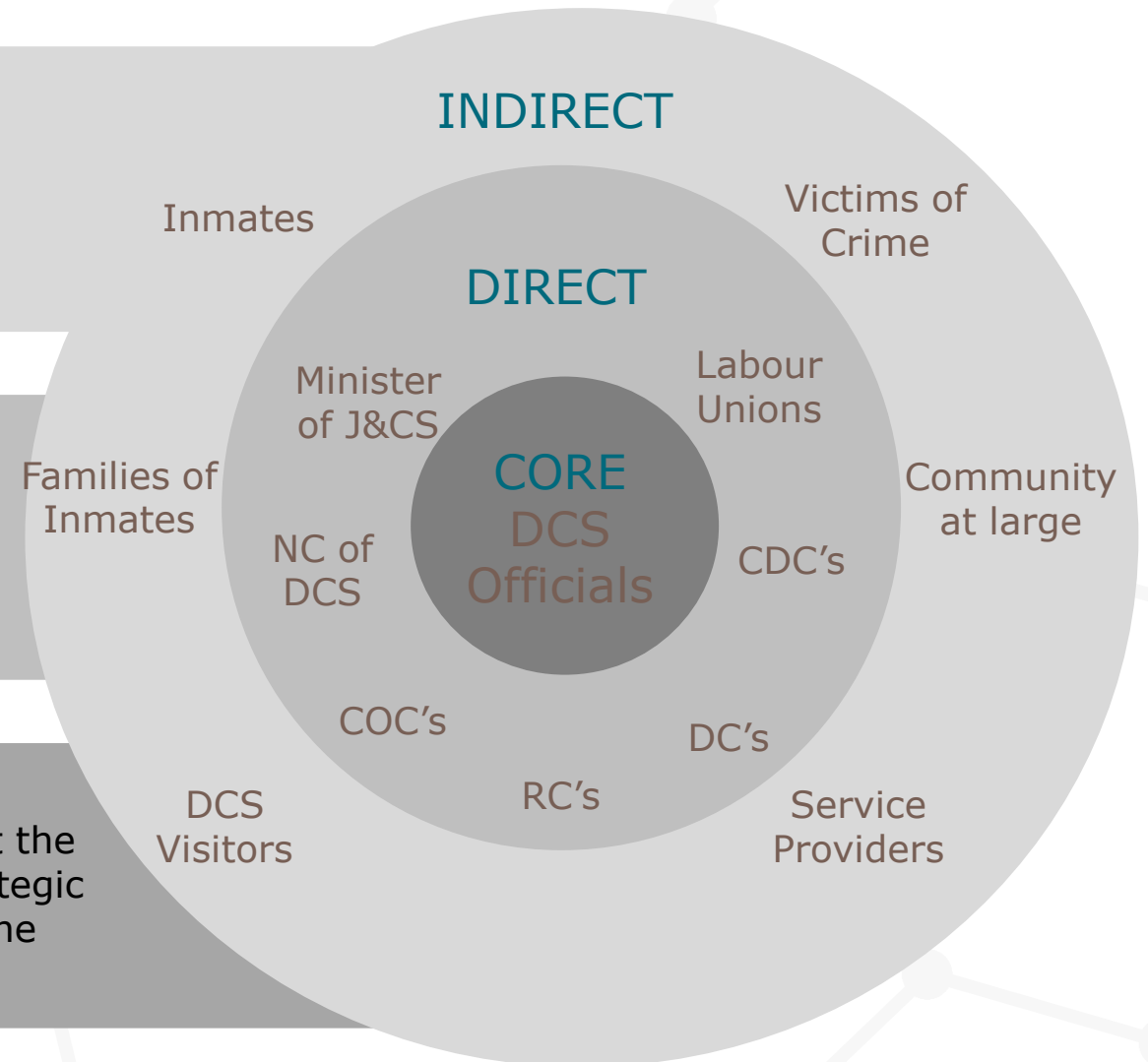
Core role-players :
- Provide detailed information on the operational process of the Department, identify service delivery challenges, propose the "To Be" processes that will ensure optimal performance

Direct role-players:
- Support the project deliverables, ensure that the project is capacitated internally, provide strategic leadership on the outputs and outcomes of the project to improve service delivery

INDIRECT

Inmates

Victims of Crime

DIRECT

Minister of J&CS

Labour Unions

Families of Inmates

CORE
DCS
Officials

Community at large

NC of DCS

CDC's

COC's

DC's

RC's

DCS Visitors

Service Providers

Progress Report

Project Start Date:	09 December 2019		Planned End Date:	15 October 2022
Current Phase:	Implementation / Execution			

Major Milestones or Deliverables		Status	Plan Date	Revised	Actual Date	% Complete
1.	As-Is Business Process Mapping of Management Area Core Services	🟩	4 Nov 2019 – 13 Dec 2019	4 Nov 2019 – 13 Dec 2019	4 Nov 2019 – 13 Dec 2019	100%
2.	To-Be Business Process Mapping of Management Area Core Services	🟩	14 Sep 2020 11 Dec 2020	14 Sep 2020 11 Dec 2020	14 Sep 2020 11 Dec 2020	100%
3.	As-Is Business Process Mapping of Management Area Support Services	🟩	25 Nov 2019 – 06 Dec 2019	25 Nov 2019 – 06 Dec 2019	25 Nov 2019 – 06 Dec 2019	100%
4.	To-Be Business Process Mapping of Management Area Support Services	🟩	02 Nov 2020- 11 Dec 2020	02 Nov 2020- 24 April 2021	21 Sep 2020 – 19 March 2021	100%
5.	As-Is Business Process Mapping of National Head Office Core & Support Services	🟩	13 Jan 2020 – 31 Jan 2020	13 Jan 2020 – 31 Jan 2020	13 Jan 2020 – 31 Jan 2020	100%
6.	To-Be Business Process Mapping of National Head Office Core & Support Services	🟥	15 Jan 2022 – 15 Feb 2022	15 June 2022 – 31 Oct 2022		0%

Progress Report

Major Milestones or Deliverables		Status	Plan Date	Revised	Actual Date	% Complete
10.	As-Is Business Process Mapping of Regional Offices Core & Support Functions	🟩	10 Feb 2020 – 28 Feb 2020	10 Feb 2020 – 28 Feb 2020	10 Feb 2020 – 28 Feb 2020	100%
11.	To-Be Business Process Mapping of Regional Offices Core & Support Functions	🟧	02 August 2021 – 27 Aug 2021	16 Aug 2021 - 10 Sep 2021	16 Aug 2021 - 10 Sep 2021 and 22 – 26 Nov 2021 (FS.NC)	90%
12.	As-Is Business Process Mapping of Core & Support Services for C-Max (KMII) & Ebongweni Correctional Centres	🟩	27 Feb 2020 – 29 Feb 2020	Jan 2022 – May 2022		50%
13.	To-Be Business Process Mapping of Core & Support Services for C-Max (KMII) & Ebongweni Correctional Centres	🟧	06 Apr 2021 – 13 Apr 2021	Jan 2022 – May 2022		45 %

GREEN – On target to achieve Milestone/Deliverable Date. Baseline date = Forecast Date.

AMBER – Milestone Target Delivery Date is in danger of not being achieved but a managed solution capable of bringing forward the Forecast date is being applied. Baseline date < Forecast Date

RED – Milestone Target Delivery Date is not going to be achieved or has already passed. No work rounds or solutions capable of bringing forward the forecast date is available.

Work-stream 2.1, 2.2 & 2.3: People and Technology

ANALYSIS OF BUSINESS PROCESS FOR MANAGEMENT AREAS CORE SERVICES

SECURITY

- There is need for clearly defined internal and external security roles in accordance with the CSA. Dedicated teams will ensure that the flow of security related to external movements do not interfere with the internal security arrangements of the correctional centre.

- Dedicated teams of security officials must perform security functions only.

- Continuous training of security officials is needed.

- The EST function needs to be regulated (policy or legislation) for uniformity and standardisation when executing their duties

- Security in a unit should be the responsibility of the Unit Manager supported by a Security Supervisor that works in tandem with the Case Management Supervisor.

ANALYSIS OF BUSINESS PROCESS FOR MANAGEMENT AREAS CORE SERVICES

INCARCERATION

- There is no clear distinction between Case Officers, Case Intervention Officers and Security Officials in the Unit which possess challenges in terms of task allocations, responsibility and accountability.

- The location of section 62 (f) application for awaiting trial bail condition must be reconsidered (it should be responsibility of Correctional Centres not Community Corrections).

- Visitation in Correctional Centres poses a challenge especially in overcrowded Correctional Centres. The Department needs better use of technology such as a pre booking system or virtual visitations etc. for visitation.

- All documentation is processed manually within Correctional Centres. An automated system will improve efficiencies across the various functions. For example, Court and SAPS documents need to be automated in order to curb erroneous releases etc.

- There is a need for a biometric system for positive identification of inmates.

- There is a need for metal detectors and body scanners at reception area to reduce unauthorized articles (contraband) from entering the Correctional Centers

ANALYSIS OF BUSINESS PROCESS FOR MANAGEMENT AREAS CORE SERVICES

REHABILITATION

- The development of Correctional Sentence Plans (CSPs) must be automated to allow all role-players to provide their reports so that offenders' progress can be assessed in an integrated manner. The integrated system must be utilised by Social Workers, Educators, Criminologists, Case officers and the Parole Board to capture information regarding the Offender Rehabilitation Path.

- There is a need to increase the number of professionals such as criminologists, penologists, etc. to conduct assessments and develop needs based CSPs.

- There is a need to create dedicated security posts that will compliment and support the delivery of Rehabilitation Programmes such as workshops, bakery and Correctional Centre Schools, etc. This will address the challenge of artisans and educators performing multiple functions since they not trained as security officials.

ANALYSIS OF BUSINESS PROCESS FOR MANAGEMENT AREAS CORE SERVICES

CARE

- Inadequate support from security in the provision of care services

- Security officials, who are not suitably trained, utilised to prepare meals for offenders.

- Lack of specialists in some Correctional Centres (nutritionists, chefs, food technologists, etc.).

- Lack of proper equipment and facilities to prepare meals, in some instances preparation of meals start as early as 23:00 to prepare breakfast.

ANALYSIS OF BUSINESS PROCESS FOR MANAGEMENT AREAS CORE SERVICES

SOCIAL REINTEGRATION

- There is a lack of community involvement in the reintegration of parolees and probationers; Liaison Officials are not optimally utilized in this regard.

- There is a challenge with absconding offenders mainly due to lack of resources/ support to attend court. This then creates a negative impression with the courts resulting in the court not considering 62 (f) as an option for new cases. This also has a negative effect on overcrowding in Correctional Centres.

- The reporting of section 62 (f) absconders in the absconding statistics of Community Corrections is not accurate since the SAPS is responsible for tracing and arresting people in terms of section 62 (f) and when absconders are arrested there is no feedback to DCS and as such the absconder case load remains "open".

ANALYSIS OF BUSINESS PROCESS FOR C– MAX

- There is a need to ensure that all offenders receive needs-based rehabilitation programmes in accordance with the CSA, irrespective of the category or behaviour of the offender.

ANALYSIS OF BUSINESS PROCESS FOR MANAGEMENT AREAS SUPPORT SERVICES

FACILITIES

- There is a need for security officials to be consistently available for work teams and escorting of artisans & service providers while doing scheduled and unscheduled maintenance.

- There is a need for the monitor scheduled maintenance plans to ensure that this is completed within required timeframes to avoid breakdowns.

- There is also a need to review the procurement process of maintenance material as the current process is protracted

- DCS needs to increase the use of own resources for the maintenance of facilities particularly low volume maintenance services

- Municipal payments done centrally at Head Office with no visibility at the Region. Regions are only required to verify/ follow up when there is a problem with an account.

FINANCE AND SUPPLY CHAIN MANAGEMENT

- Abolishment of posts/ moratorium on the filling of posts have resulted in a lack of segregation of duties.

ANALYSIS OF BUSINESS PROCESS FOR MANAGEMENT AREAS SUPPORT SERVICES

HUMAN RESOURCES

- Utilise shared services for support functions like HR Administration

- Need to automate functions such as duty register, leave administration, human resource development processes and recruitment.

- Need for trained qualified labour relations officials to deal with issues of disciplinary hearings, grievances and alleged misconduct of officials to reduce the high number of litigations that are ruled against the Department

- Vetting of new recruits done centrally at Head Office which prolongs the recruitment process.

- Lack of access to Persal system to view certain functions.

LEGAL SERVICES

- There is also a need for legal administrators in the Management Area's to provide legal advice on matters that do not need to be referred to attorneys.

BUSINESS PROCESS FOR MANAGEMENT AREAS – CORE SERVICES RECOMMENDATIONS

INCARCERATION

- Provisioning of qualified officials to conduct 6 hour screening on admission. This function in most cases is conducted by custodial officials and not medical staff.

- Separate case officers from security officials. Currently custodial officials are performing both functions.

SECURITY

- Implement external security as shared service at Management Area level to deal with multiple movements to other facilities like courts, hospitals etc.

- Increase security officials to support the implementation of rehabilitation, care, incarceration and social reintegration processes

BUSINESS PROCESS FOR MANAGEMENT AREAS – SUPPORT SERVICES RECOMMENDATIONS

FACILITIES

- Increase own resource capability

- Security to be consistently available to support the work of facilities

- Review of the OSD as most artisans opt to be security officials due to the remuneration disparities

HUMAN RESOURCES AND LEGAL SERVICES

- Automation of functions

PRELIMINARY ANALYSIS OF BUSINESS PROCESS FOR REGIONAL OFFICE CORE SERVICES

CORRECTIONS

- The approval process for the transfer of offenders within the Region and between Regions are too long and should be reviewed.

DEVELOPMENT & CARE

- Inconsistency of functions performed in each Region (e.g. Criminologist, offender representation not in all Regions).

- Reliance on manual systems to deliver on services is labour intensive resulting less time to conduct M&E.

- APP targets need to be aligned to available resources.

- Reporting cycle of APP's should be in line with school academic year, baseline to be a starting point for the next reporting year cycle.

- Lack of availability to online classes for offenders studying for post matric qualification for examination purposes due to COVID-19 (Correctional Centres).

- Collection and dissemination of performance information bottlenecked at the Region.

PRELIMINARY ANALYSIS OF BUSINESS PROCESS FOR REGIONAL OFFICE SUPPORT SERVICES

- Manual HR systems pose a challenge in areas such as recruitment processes, leave administration, training and duty register

- Manual asset management system limits the effective management of immovable assets

- The manual processes in legal services is time consuming and this hampers the turnaround time to respond to legal issues.

- Management Area Labour Relations Forums are not convening as required and this pose a challenge in dealing with grievances, appeals, suspensions and disciplinary hearings

- Business process at the Private Prisons are not available to DCS which will pose a risk when the DCS must take over the facility.

Project Costing and Expenditure

Project Costing & Tracking:			
Comment	**Project To-Date**		
	Budget	**Actual**	**Variance**
SDI budget depleted (Sourced additional funding within the Branch to cover costs for travelling BPM at FS/NC RO).	R0	R14 400 (Covered from Branch SM)	

Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status.			
Date Added	**Challenge or Risk**	**Description**	**Status**
28/07/2021	Travel restrictions	Alert levels implemented in terms of the Disaster Management Act to curb the spread of COVID-19 during the 1st, 2nd and 3rd waves of the pandemic	Active
28/07/2021	Unavailability of process owners	The Department has put measures in place to ensure the health and safety of officials through a rotation system where officials work remotely for a particular period to allow for social distancing.	Active
01/12/2021	Lack of understanding and support from managers / supervisors	Managers / supervisors overrule the information provided by officials involved in the day to day operations who are providing the detail of the business process maps.	Active

Project Challenges and Risks

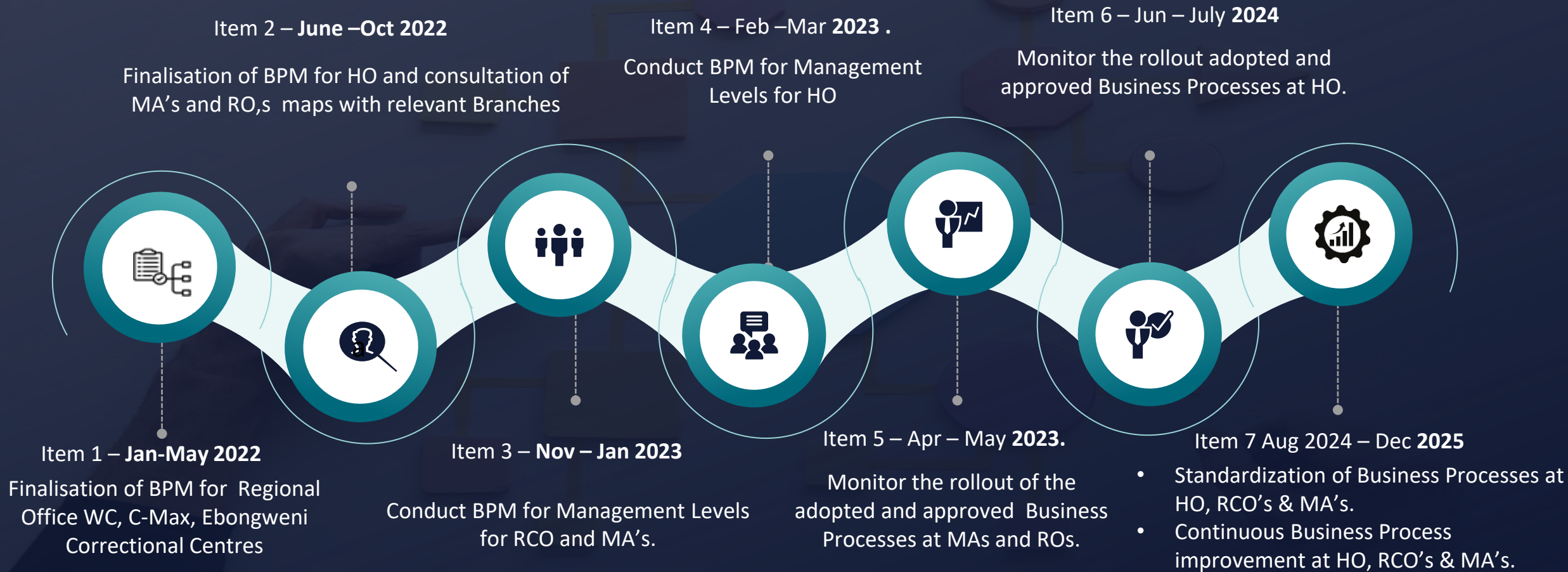| Project challenges and risks – Briefly describe the risk/challenge and current status.			
Date Added	**Challenge or Risk**	**Description**	**Status**
01/12/2021	Inadequate Business Process Management tools and systems	DCS does not dedicate systems and tools to manage and deploy Business Process Management	Active
01/12/2021	Inadequate capacity for Business Process Mapping and continuous improvement interventions	Current capacity at Strategic Management reduces the pace of the Business Process mapping and continuous improvement interventions	Active

2022-2024 Work-stream 2 Plan

Item 2 – **June –Oct 2022**

Finalisation of BPM for HO and consultation of MA's and RO,s maps with relevant Branches

Item 4 – Feb –Mar **2023** .

Conduct BPM for Management Levels for HO

Item 6 – Jun – July **2024**

Monitor the rollout adopted and approved Business Processes at HO.

Item 1 – **Jan-May 2022**

Finalisation of BPM for Regional Office WC, C-Max, Ebongweni Correctional Centres

Item 3 – **Nov – Jan 2023**

Conduct BPM for Management Levels for RCO and MA's.

Item 5 – Apr – May **2023.**

Monitor the rollout of the adopted and approved Business Processes at MAs and ROs.

Item 7 Aug 2024 – Dec **2025**

- Standardization of Business Processes at HO, RCO's & MA's.
- Continuous Business Process improvement at HO, RCO's & MA's.

Work-stream 2.1, 2.2 & 2.3: People and Technology

2022-2024 Work-stream 2 Plan

- Jan to May 2022 - Finalisation of As-Is & To-Be mapping for Core & Support functions at Regional Office WC and Super Max Correctional Centres (C – Max CC & Ebongweni CC).

- June to Oct 2022 – Finalisation of As-Is & To-Be Business Processes for Core & Support functions at Head Office and consultation of   MA's and RO's maps with relevant Branches.

  - As part of the process, the proposed To-Be maps for core and support services, mapped at Management Areas and Regional Offices, will be consulted with relevant branches at Head Office for verification and synchronisation of the tasks on the different levels.

  - Any discrepancies identified as a result of policy / SOPs or operational constraints will be presented to the relevant branches at Head Office and to Work-stream 3 for amendments and implementation.

- Nov to Dec 2022 – Conduct BPM for Management Levels at Regions and Management Areas.

- Feb to Mar 2023 – Conduct BPM for Management Levels at HO.

- Apr to May 2023 – Monitor the rollout of the adopted and approved Business Processes at MAs and RO's in consultation and corporation with other Work-Stream deliverables.

- Jun to July 2024 – Monitor the rollout of the adopted and approved Business Processes at HO in consultation and corporation with other Work-Stream deliverables.

- Aug 2024   to Dec 2025 – Standardization of Business Processes at HO, RCO's & MA's. Continuous Business Process improvement at HO, RCO's & MA's.

Additional comments

- Business Process mapping for Regional Offices, National Head Office and C-Max Correctional Centre (KM II) has been delayed due to travelling restrictions and rotation system where officials work remotely for a particular period to allow for social distancing.

- The project schedule was reviewed to compensate for the time lost.

- Proposed To-Be for core services and support services mapped at Management Areas and Regional Offices will be consulted with relevant Branches at Head Office for verification. Any discrepancies identified as a result of policy or operational constraints will be presented to the affected services at Management Areas or Regional Offices for feedback and adoption.

- Build additional capacity to enhance Business Process Management in DCS by providing requisite IT infrastructure tools and systems; business process mapping capacity (currently 3 officials trained, 1 retiring in 2022); tools and systems for continuous improvement; continuous improvement capacity.

Recommendations

- Separation of specialized functions is required e.g. Security to be a standalone function with internal and external capacity, psychologists, etc;

- Automation of the entire DCS Value Chain to address labour intensive business processes, reduce turnaround times and improve efficiencies;

- The Organisational Structure must address the current inefficiencies in the Department and align to the business processes with required capacity;

Thank you