OMF PHASE II

Work-stream 4 Change Management

Progress report for Quarter Two
(01 July 2021 to 30 September 2021)

Project Deliverables

01

Set up Administration Support and relevant governance structures

02

Implementation of Communications Framework & Plan
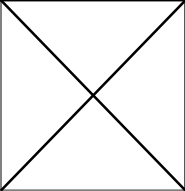
03

Define Change Management across Work streams

04

Facilitate Change through the Design Phase

05

Change Readiness Assessment

Project Summary

Overall Project Status ***Key indicators: budget, schedule, stakeholders, scope, resources**		**On Track**	The project is well controlled. Some issues may have been identified, but effective actions are planned for solving them.
	☒	**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	❑ Change Management serves two core purposes: To facilitate the process of change, and to reinforce change ❑ To reinforce change, and to bring the project back on track, as per Service Delivery Model (SDM), setting-up PMO and relevant governance structures (Project Management Office) is imperative ❑ Implementation of the change management plan must be accompanied by dedicated resources, and specialization, to drive sustained change management ❑ Through a PMO, additional focus and management is essential to bring the project back under control for the next core purpose of change management which is to reinforce change		

Project Stakeholders

Indirect stakeholder roles:

To provide an external view of DCS and the efficiency of services rendered. Provide information on project benefits, progress update, partner impact and partner involvement

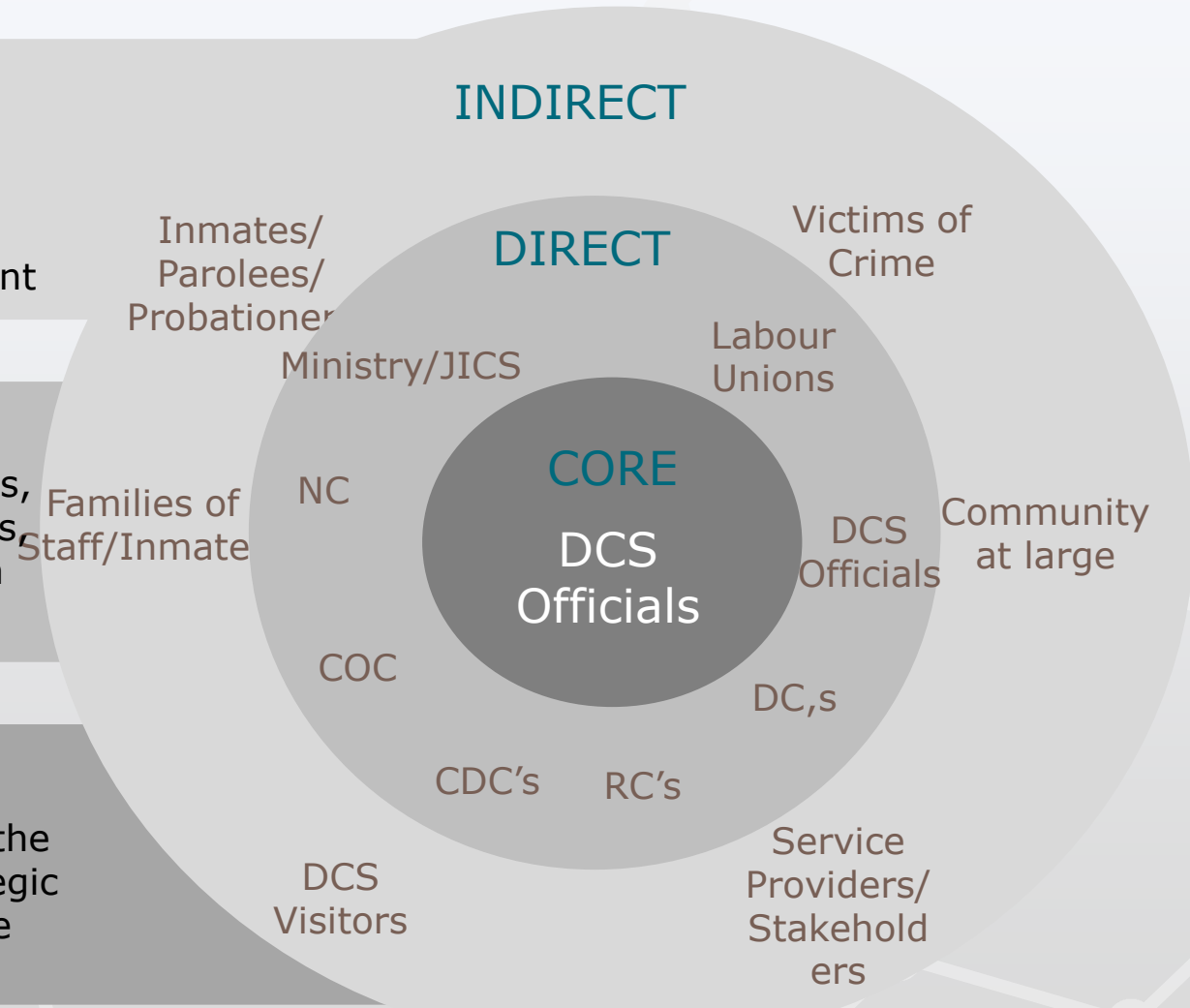**Core stakeholders roles:**

Provide detailed information on project benefits, progress update, decision motivation, decisions, project implications, staffing impact, execution timelines

Direct stakeholders roles:

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

DIRECT

Victims of Crime

Inmates/ Parolees/ Probationer

Ministry/JICS

Labour Unions

CORE

DCS Officials

Families of Staff/Inmate

NC

DCS Officials

Community at large

COC

DC,s

CDC's   RC's

DCS Visitors

Service Providers/ Stakeholders

Progress Report

Project Start Date:	February 2019		Planned End Date:		March 2023 (As per reviewed Project Charter)	
Current Phase::	Implementation / Execution					

Major Milestones or Deliverables		Status	Plan Date	Revised	Actual Date	% Complete
1.	Set up Administration Support and relevant governance structures		Apr-Jun 2021	N/A	Apr 2021	60%
2.	Implementation of Communications Framework & Plan		2020-2025	N/A	2020-2025	60%
3.	Define Change Management across Work streams		2021/22	2021/22	Work in Progress	30%
4.	Facilitate Change through the Design Phase		2022/23	2023	Work in Progress	0%
5.	Change Readiness Assessment		2022/23	2023	Work in Progress	0%

Progress Report

Major Milestones or Deliverables		Status	Plan Date	Revised	Actual Date	% Complete
6.	Tailored Change Management Intervention & Communications		2023	2023	Work in Progress	0%
	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.			

Project Costing and Expenditure

Project Costing & Tracking: Please provide details regarding project costs for this reporting period (budget, actual expenditures, and variance) and include comments for all variances, including the row ID and description of the variance. 'Budget' refers to the amount received by the LHIN. 'Actual' refers to what is spent to-date. 'Variance' is the difference between 'Budget' and 'Actual'.			
	Project To-Date		
Comment	**Budget**	**Actual**	**Variance**
Nil Budget allocated to Change Management			

Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status.			
Date Added	Challenge or Risk	Description	Status
27/11/2020	No PMO	SDM: PMO responsible for Strategic Implementation and Change Management Support: provide technical expertise to solving key work stream or activity challenges; management of complexity that arises from migration; management of the change management process including communication protocols; ensuring transparency and compliance; key function of the PMO is monitoring and evaluation of the work streams towards implementing the SDM	Active Mitigation: Administration Support provided by Office of DC: Communications, and Change Management Work-stream in place To bring the project back on track, as per Service Delivery Model (SDM), setting-up PMO and relevant governance structures (Project Management Office), in the Office of the National Commissioner, is imperative

Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status.			
Date Added	Challenge or Risk	Description	Status
27/11/2020	Lack of dedicated resources	Dedicated resources to drive sustained change management not readily available As per SDM, implementation of the change management plan must be accompanied by dedicated resources to drive sustained change management	Active Mitigation: HR providing support
12/08/2021	Representatives from other work streams still to be allocated	Management across Work streams All work streams were requested to nominate a work stream member to represent their work stream in work stream 4, and to register their specific change management needs: only HR, Strategic Management and GITO submitted names of representatives	Active Mitigation: HR, Strategic Management and GITO submitted names of representatives

Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status.			
Date Added	Challenge or Risk	Description	Status
	Resistance to change	Reluctance to adapt to changes, and to cling to pre-existing customs and methods	Probable Mitigation: Intensify awareness at various levels in the organization Enhance stakeholder engagement

2021 Work-stream IV: Q2 Progress

❑ As per the Revised Project Charter, during the design phases, a heavy focus on communication and stakeholder engagement to management and individuals to the to-be state of the organisation continued during this Quarter. To this end, since the appointment of the Change Management Work-stream in February 2019, the focus is on Implementation of the Communications Framework & Plan through the Deployment of Change Management Tools, DCS Key Messages as well as regular communication tactics that seek to inform staff on changes, progress and successes.

❑ Stakeholder Engagement: Regional Sessions with Heads of Correctional Centres (HCCs), by Acting Chief Operations Commissioner (COC) supported by Change Management Work-stream, to assess HCCs "theatre of operations" level of compliance towards DCS policies and guidelines, the Standard Operating Procedures (SOPs/B-Order) and other tools of trade (HCCs Handbook, Gang Combating Strategy, Overcrowding Reduction Strategy, Business Continuity Plan) handed over to regions in March 2021, operations of the National Operations Centre (NOC), Regional Operations Centres (ROC), Management Area Operations Centres (MOC) and Local Operations Centres (LOC) as well as implementation of the DCS Strategic Framework on Self-Sufficiency and Sustainability (SSSF):
  - 16-17 August 2021, FS/NC
  - 02-03 September 2021, Eastern Cape
  - 07-08 September 2021, Western Cape
  - 14-15 September 2021 LMN
  - 16-17 September 2021, Gauteng
  - 11-12 October 2021, KZN

❑ SSSF: Exhibition of offender labour products, arts and crafts, textiles, furniture:
  - 22-27 June 2021 Mall of the South
  - 28-02 July 2021 Southgate Mall
  - 22-27 September 2021 Fourways Mall

2021 Work-stream IV: Q2 Progress

❑ DCS goes to the people, through "Know Your Correctional Services" outreach campaign, to market rehabilitation programmes offered by DCS, during a 8-day exhibition at South Gate Mall in JHB

❑ Deputy Minister Holomisa's Working visits to Regions and Management Areas, and Community Outreach Programmes

❑ Minister Lamola's Women's Month Dialogue session at Karridene Hotel

❑ Minister Ronald Lamola welcomes 1068 learners into DCS

❑ Deputy Minister Holomisa handed over 20 wheelchairs to Ikhwezi Lokusa Special School in Mthatha

❑ DCS National male netball team's debut in the International Male Netball Tournament, where Minister Lamola encouraged DCS officials to participate in sports for improved physical and mental health

❑ Female executive members of Kgosi Mampuru II MA, together with selected female managers, embarked on a service delivery drive as part of Women's Month: "Operation Secha Mfazi", repainted faded road markings, installed flower pots which gave the main entrance an instant face lift and so on

❑ Murder of Ms. Eunice Moloko: Minister Lamola addressed funeral, and Deputy Minister Holomisa visited Leeuwkop and the Moloko Family

❑ DCS clean-up campaigns in Gauteng and KZN, following looting and unrest

❑ Select Committee on Security and Justice conduct oversight visit to Umzinto Correctional Centre, following unrest

❑ DCS honours fallen heroes during 2021 Women's Month, with Wall of Remembrance for officials who died due to COVID-19 and GBVF at Kirkwood MA

❑ Minister Lamola receives his jab, as COVID-19 vaccination drive gathers momentum in Correctional Services

❑ Minister Lamola opens 2021 National Sports Council meeting

2021 Work-stream IV: Q2 Progress

❑ National Commissioner and Acting COC working visit to Kroonstad Training College

❑ Commissioner Thobakgale endorses key role of National Muslim Prison Board in DCS

❑ Other Ministerial Engagements, by Minister and Deputy Minister

❑ Other National Commissioner's/COCs Engagements

❑ CDCs, RCs, ACs, HCCs engagements

❑ Various Work-streams sessions/engagements

❑ Various Branch, Regional, Management Area and Centre Engagements

❑ Implementation of Standard Operating Procedures for Preparedness, Detection and Response to Coronavirus Disease 2019 (COVID-19) in DCS as well as Risk-Adjusted Strategy during National Lockdown: COVID-19

❑ Vaccination Roll-out Coordinating Committee (VROCC)

❑ Various other Committees at Head Office, Regions, Management Areas and Centres

❑ Implementation of COVID-19 Communication Plan

❑ DMRT Meetings

❑ NOC Weekly Meetings

❑ ROC, MOC, LOC Meetings

❑ DCS Governance Meetings: National Management Committee Meetings/Quarterly Review Sessions, PreManCo, Strategic Operations Management Committee (SOMC)

2021 Work-stream IV: Q2 Progress

❑ District Development Model initiatives

❑ Heritage Month, Public Service Month, World Suicide Prevention Day, Women's Month, Nelson Mandela Month

❑ Correctional Supervision and Parole Board (CSPB) sessions, as part of an integrated approach towards effective and efficient CSPBs

❑ Employee Relations Quarterly Session explores ways to improve service delivery

❑ Use of a number of virtual platforms and live streaming for funerals, memorial services of DCS officials and various other engagements

❑ Employee Relations DCS Women Empowerment Session

❑ **Deployment of Change Management Tools/Implementation of Communications Plan**
- Regular and Sustained Communication
- Key Messages
- Email Communique
- Notice Boards/Pamphlets/Banners/Branding
- Newsletters
- Website / Intranet
- Personalised Emails
- Training & Capacity Building
- Coaching & Support
- Leadership and Management Support
- Share Successes & Build Momentum

2021 Work-stream IV: Q2 Progress

Messaging

- ❑ Children from Sefikeng Primary School received a donation of mini-cricket equipment, thanks to the good heart and vision of a Correctional Official from Leeuwkop Correctional Centre
- ❑ Commissioner Thobakgale leads 'Operation Black Eagle' security search
- ❑ Employee Wellness – various messages
- ❑ Commissioner Thobakgale encourages commitment in the implementation of the tools of trade
- ❑ Commissioner Thobakgale applauds Ekuseni officials for averting escapes
- ❑ DCS procures security equipment to bolster security in Correctional Centres
- ❑ Gender-Based Violence and Femicide
- ❑ District Development Model
- ❑ Johannesburg's Community Corrections "Walking Proud" school shoe project
- ❑ Facilities Fund chart new path for DCS Recreational Clubs
- ❑ DCS credits hard working officials for unqualified audit outcome – for the first time in four years DCS turned around its audit outcome
- ❑ Vooma Vaccination Campaign
- ❑ Forging ahead towards population immunity in Correctional Services
- ❑ Goodwood Management Area attains herd immunity amongst inmates
- ❑ Parolees from JHB Community Corrections help refurbish Lenasia Court to cap off Mandela Month
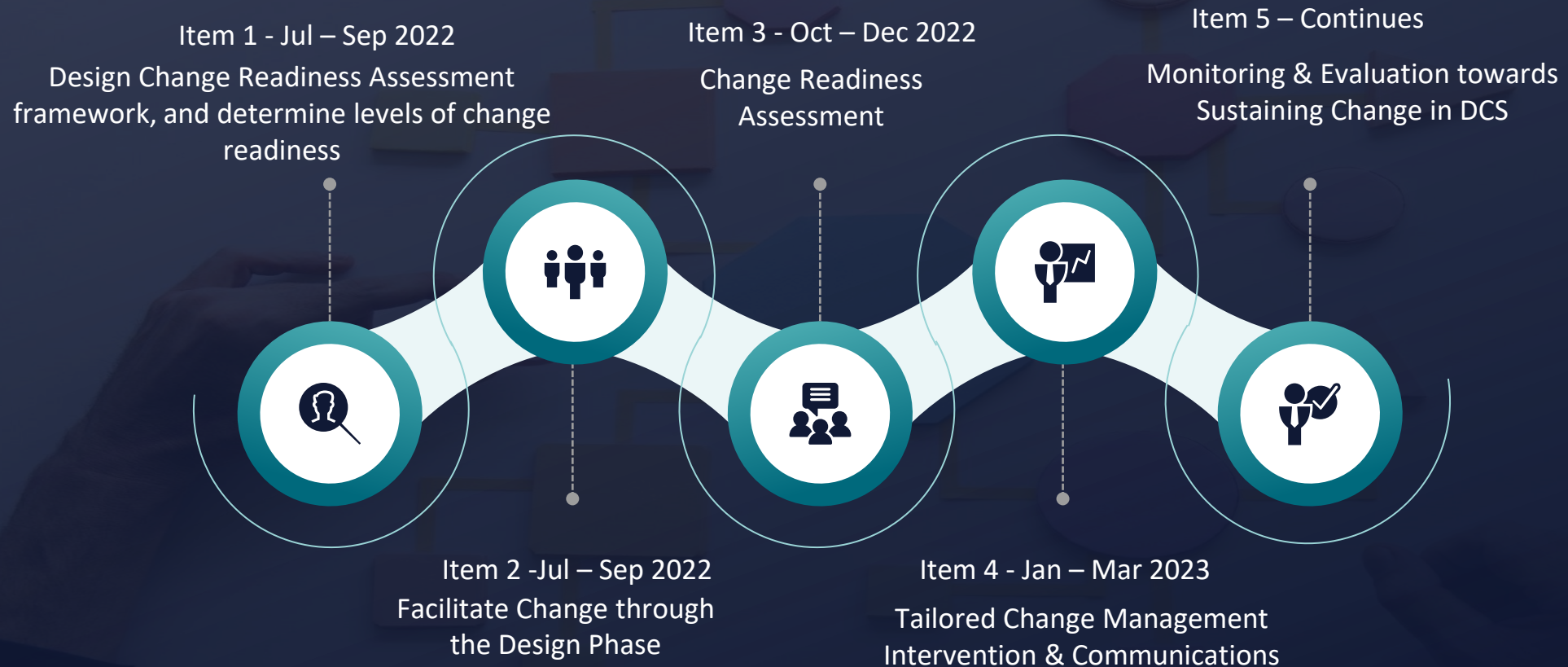
2021 Work-stream IV: Q2 Progress

❑ Patricia Setlai, Grootvlei MA, championing the drive to lure offenders to vaccinate

❑ Women's Month Message from National Commissioner

❑ Pollsmoor manages to administer 3398 jabs in 16 days

❑ Officials from Bizzah Makhate donated school jerseys and dignity packs to learners and served warm meals to 170 destitute community members

❑ Advocate Masinga, HCC at Atteridgeville, shows that women can succeed against all odds

❑ LMN HCCs carve a way for implementation of the DCS SSSF

❑ Correctional Services doing everything possible to protect staff against the threat of violence, intimidation, theft and looting in correctional facilities across the country

❑ Rooigrond Medium B revamps impoverished school in honour of Nelson Mandela

❑ Nelson Mandela International Day, 2021: DCS applauds the hard work of DCS staff who face difficulties due to the nature of their work, moreover under this period of the COVID-19 pandemic

❑ Vaccine Hesitancy

2021 Work-stream IV: Q2 Progress

❑ As reported during Q1, the Major Milestone/Deliverable for the current financial year (2021/22) is to Define Change Management across Work streams, which includes the Selection and Capacitation of Change Champions, as part of the second core purpose of change management which is to reinforce change

❑ All work-streams were requested to nominate a work-stream member to represent their work stream in Work-stream 4, and to register their specific change management needs: only Human Resources (HR), Strategic Management and GITO submitted names of representatives

❑ As part of the Change Management Work-stream, HR has since sent out the following memos to Branches and Regions:

   ▪ ESTABLISHMENT OF THE COMMITTEE FOR CHANGE MANAGEMENT CHAMPIONS AT DCS
   ▪ REQUEST FOR NOMINATION OF REPRESENTATIVES TO SERVE IN A COMMITTEE FOR CHANGE MANAGENMENT CHAMPIONS AT DEPARTMENT OF CORRECTIONAL SERVICES

❑ Names of four (4) officials received. Further follow-up with Branches and Regions is currently taking place

❑ Draft Concept Document on DCS Organisational Culture Finalized by HR

2022/23 Work-stream IV Plan

For the remainder of the current financial year (2021/22) until the next financial year 2022/23, in line with the Major Milestones or Deliverables, focus will continue on Defining Change Management across Work streams: Enable the setup of change teams across DCS; Selection and Capacitation of Change Leaders and Change Champions; Set up change management work-streams with defined objectives and clear approach to change management: Dec 2021 – Jun 2022

Item 1 - Jul – Sep 2022

Design Change Readiness Assessment framework, and determine levels of change readiness

Item 3 - Oct – Dec 2022

Change Readiness Assessment

Item 5 – Continues

Monitoring & Evaluation towards Sustaining Change in DCS

Item 2 -Jul – Sep 2022

Facilitate Change through the Design Phase

Item 4 - Jan – Mar 2023

Tailored Change Management Intervention & Communications

2022/23 Work-stream IV: Plan

❑ **Dec 2021 – Jun 2022**: In line with the Major Milestones or Deliverables, focus will continue on Defining Change Management across Work-streams:
- Enabling the setup of change teams across DCS
- Selection and Capacitation of Change Champions;
- Setting-up change management work-streams with defined objectives and clear approach to change management

❑ **Jul – Sep 2022**
- Design Change Readiness Assessment Framework, and determine levels of change readiness
- Facilitate Change through the Design Phase

❑ **Oct – Dec 2022**
- Change Readiness Assessment Framework

❑ **Jan – Mar 2023**
- Tailored Change Management Intervention and Communications
- Monitoring & Evaluation, towards sustaining change in DCS

Conclusion

❑ As highlighted, much has been achieved by this Work-stream particularly with regard to Communication and Engagement to facilitate the process of change

❑ As per the latest DCS Public Perceptions Report from GCIS, it is evident that the communication effort and consistency thereof over the years has yielded positive outcomes in raising public awareness on DCS main functions. This might be attributed to the continued programmes that DCS has constantly embarked on over the years to highlight its main functions to South African citizens through various media platforms

❑ To reinforce change is the next core purpose of change management

❑ To achieve this next core purpose, additional focus and management is essential to bring the project back under control

❑ To bring the project back on track, as per Service Delivery Model (SDM), setting-up PMO and relevant governance structures (Project Management Office) is imperative

❑ Implementation of the change management plan must be accompanied by dedicated resources, and expertise, to drive sustained change management

Thank you