

2022 STRATEGIC PLANNING SESSION

OPERATIONS MANAGEMENT FRAMEWORK PHASE II

WORKSTREAM 4: CHANGE MANAGEMENT

DATE: 08 DECEMBER 2022

Executive Summary: Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management:

- ❖ Communication Strategy & Implementation Plan
- ❖ Selection & Capacitation of Change Leaders & Change Champions
- ❖ Monitoring & Evaluation

Executive Summary: Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management:

❖ Communication Strategy & Implementation Plan

□ During the current financial year (2022/23), 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. 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/Change Management Plan, DCS Key Messages as well as regular communication tactics that seek to inform staff on changes, progress and successes.

□ Deployment of Change Management Tools/Implementation of Communications Plan

- Regular and Sustained Communication
- Key Messages
- Internal Communication/Email Communique
- Notice Boards/Pamphlets/Banners/Branding/WhatsApp
- Daily Articles
- Monthly eNewsletters
- Website/Videoclips/YouTube
- Personalised Emails
- Training & Capacity Building
- Coaching & Support
- Leadership and Management Support
- Share Successes & Build Momentum

Executive Summary: Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management:

❖ Communication Strategy & Implementation Plan (Cont.)

- ❑ Stakeholder Engagement:** Change Leaders / Sponsors: for change management to be successful, first gain engagement of Senior Leaders of DCS as Change Sponsors / Leaders; Management Forum: obtain sponsorship across the organisation through Change Champions and Management Forums / Steering Committees; Utilisation of critical functions or individuals required for change: one-on-one meetings, roadshows, etc.

- ❑** Various Sessions with Chief Deputy Commissioners (CDCs), Regional Commissioners (RCs), Deputy Regional Commissioners (DRCs), Regional Heads (RHs), Area Commissioners (ACs), Heads of Correctional Centres (HCCs), Unit Managers, supported by the Executive and National Commissioner (NC) & Change Management Work-stream, to assess “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)

- ❑** SSSF: Exhibition of offender labour products, arts and crafts, textiles, furniture

- ❑** Roll-out of the Social Reintegration Framework

Executive Summary: Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management:

❖ Communication Strategy & Implementation Plan (Cont.)

Communication Plan Key Areas:

- ☐ Public Education Programmes**
- ☐ Brand Enhancement Strategy**
- ☐ Change Management / Internal Stakeholder Engagement**
- ☐ Online Media Presence**
- ☐ Offender Engagement and Participation**
- ☐ External Stakeholder Relations**
- ☐ Improved Media Relations**
- ☐ Strategic Communication**
- ☐ Communications Support for Regions**

Executive Summary: Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management:

❖ Communication Strategy & Implementation Plan (Cont.)

Change Management / Internal Stakeholder Engagement:

- ☐ Events calendar 2022/23: Commemorative Months/Weeks/Key Messages
- ☐ IEHW Calendar of Events
- ☐ Annual Strategic Planning Sessions
- ☐ Quarterly Performance Reviews
- ☐ Ministerial ExCo Meetings
- ☐ ManCO monthly meetings
- ☐ NOC weekly meetings: NOC, ROC, MOC, LOC
- ☐ National Policy and Procedure Coordinating Committee (NPPCC) Quarterly meetings
- ☐ National Learning Committee (NLC) meetings
- ☐ Various other Governance Committees
- ☐ Training of Facilitators on Implementation of Remand Detainees life skills programmes
- ☐ Launch of Head Office Golf Club and Clinic
- ☐ National Commissioner Thobakgale delivers closing remarks at KZN Regional Security Meeting
- ☐ National Commissioner Thobakgale leads security operations at St Albans Correctional Facility
- ☐ ComCor National Orientation Sessions
- ☐ National Sports Council Meeting
- ☐ Government Communicators Forum

Executive Summary: Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management:

❖ Communication Strategy & Implementation Plan (Cont.)

Change Management / Internal Stakeholder Engagement (Cont.):

- ☐ Organised Labour
- ☐ Covid-19: Risk-Adjusted Strategy; Updates on recoveries and active cases; Vooma Vaccination
- ☐ Remand Detention Review Sessions
- ☐ National Commissioner's national Security Meeting
- ☐ Regional Security Meetings
- ☐ National Security Review Session with Unit Managers
- ☐ National Workshop for Social Worker
- ☐ Deputy Minister Holomisa's working visit to Qalakabusha Correctional Facility
- ☐ Minister Ronald Lamola hosts rank insignia pinning ceremony for newly appointed National Commissioner Makgothi Samuel Thobakgale
- ☐ National Commissioner Thobakgale visits Zonderwater Training College
- ☐ Public Service Women Management Week (PSWMW): Virtual Interaction with National Commissioner, Makgothi Thobakgale and DCS Women SMS members. PSWMW, held during the last week of August each year, is a platform for all government Head of Departments (HODs) to meet with women senior managers and assess the progress made in implementing the 8-Principle Action Plan for Promoting Women's Empowerment and Gender Equality
- ☐ Security Committee Work Session

Executive Summary: Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management:

❖ Communication Strategy & Implementation Plan (Cont.)

Change Management / Internal Stakeholder Engagement (Cont.):

- ☐ Head Office Morning Devotions
- ☐ 16th Public Sector Innovation Conference (livestream)
- ☐ Cleansing Ceremony of the late Ms Eunice Moloko & Unveiling of the Leeuwkop Wall of Remembrance
- ☐ Head Office Staff Engagement Session with National Commissioner
- ☐ Orientation and Induction Sessions
- ☐ Funeral Services of Mr Faku and Mr Moliko
- ☐ Memorial Service for two Boksburg Community Correctional Officials killed whilst on duty
- ☐ Mandela Month initiatives
- ☐ Public Private Partnership (PPP) Correctional Facilities Project Team meetings
- ☐ Head Office Recreational Club Launch
- ☐ International Celebration of Health Care Professionals (Nurses Day)
- ☐ IT Open Day
- ☐ National Integrated Employee Health & Wellness (IEHW) Summit
- ☐ Deputy Minister Holomisa's Operational Visit and Community Outreach to Upington MA
- ☐ National ComCor Conference
- ☐ Centre for Public Service Innovation (CPSI) Awards Ceremony in support of short-listed DCS entry

Executive Summary: Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management:

❖ Communication Strategy & Implementation Plan (Cont.)

Change Management / Internal Stakeholder Engagement (Cont.):

- ☐ Memorial Service and Funeral of Marcia Hlungwani
- ☐ DCS Senior Management lament the tragic death of Marcia Hlungwani
- ☐ End of Year Messages from Executive Authority and Accounting Officer to officials and inmates, as well as e-cards for stakeholders
- ☐ Other Internal Communication articles/activities as well as at Regional, Area, Centre, ComCor and Unit level

Executive summary :Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management::

❖ Selection & Capacitation of Change Leaders & Change Champions

- ☐ Set-up Administration Support and relevant Governance Structures
- ☐ Define Change Management across Work streams (1-People and Structure; 2-Process & Technology; 3-Governance; 5-Self-Sufficiency)
- As reported during the last financial year, the Major Milestone/Deliverable for 2021/22 was 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
- As per the OFM, to reinforce change, the following Outcomes/Outputs must be achieved by the other Work-streams: Macro and micro structures for DCS developed; Process mapping for all DCS services; Alignment of systems for all services; Standard Operating Procedures aligned to mandates and updated; DCS Service Standards developed for all services; Update Policy, procedures and delegations of authority aligned to the business processes and organisational structure; and, DCS self-sufficiency and sustainability defined
- 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

Executive summary :Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management:

❖ Selection & Capacitation of Change Leaders & Change Champions (Cont.)

- As part of the Change Management Work-stream, HR 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 MANAGEMENT CHAMPIONS AT DEPARTMENT OF CORRECTIONAL SERVICES
- Names of four (4) officials received. Further follow-up with Branches and Regions pursued
- Draft Concept Document on DCS Organisational Culture Finalized by HR

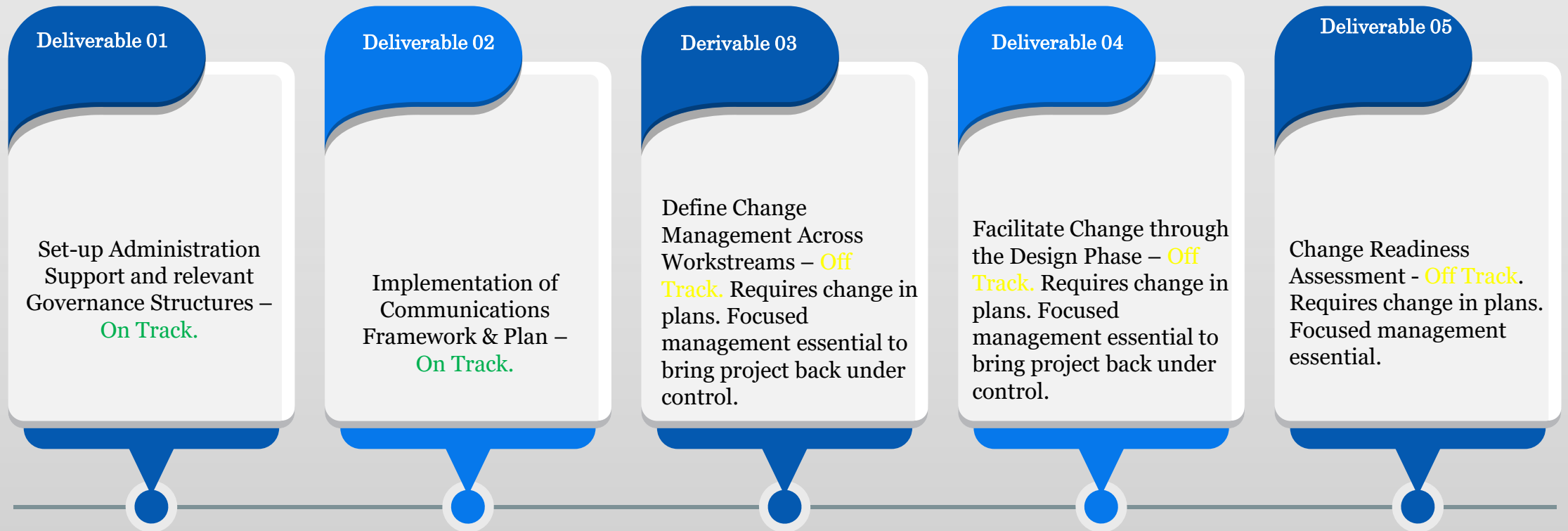
Executive summary :Implementation of OMF

Key Deliverables for implementing OMF as per Workstream 4 – Change Management:

❖ Training & Capacity Building:

- ❑ As per the mid-term training analysis report for the current financial year (2022/23), presented to the DCS National Learning Committee on 03/11/2022, 19 013 officials received training against a target of 8 870
- ❑ Females 9 246; Males 9 767; including officials with disabilities
- ❑ Learning Interventions were in line with the Priority List, as approved by the DCS National Learning Committee.

Project Deliverables



Executive Summary: Implementation of OMF

Major Milestones/Deliverables Still To Be Achieved:

□ In line with the Major Milestones or Deliverables, focus must continue on Defining Change Management across Work-streams:

- Enabling the set-up 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
- Design Change Readiness Assessment Framework, and determine levels of change readiness
- Facilitate Change through the Design Phase
- Change Readiness Assessment
- Tailored Change Management Intervention and Communications
- Monitoring & Evaluation continues, towards sustaining change in DCS

Project Status Summary: WS 4

- ❑ Change Management serves two core purposes: To facilitate the process of change, and to reinforce change
- ❑ To facilitate the process of change is on track, and to reinforce change is off track
- ❑ 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
- ❑ Additional focus and management is essential to bring the project back under control

Works-Stream 3 (Governance Framework and Policies)

Project Progress for 2021/2022	Planned deliverables for 2022/2023	Progress to date
60% Set-up Administration Support and relevant Governance Structures	Setting-up administration support and relevant governance structures	60% (no progress). Approved Revised Project Charter, following the 2021 Strategic Planning Session, not circulated
60% Implementation of Communications Framework & Plan	Implementation of Communications Framework & Plan	75%
30% Define Change Management Across Workstreams	Define Change Management Across Workstreams	30% (no progress) Approved Revised Project Charter, following the 2021 Strategic Planning Session, not circulated
0% Facilitate Change through the Design Phase	Facilitate Change through the Design Phase	0% (no progress) Approved Revised Project Charter, following the 2021 Strategic Planning Session, not circulated
0% Change Readiness Assessment	Change Readiness Assessment	0% (no progress) Approved Revised Project Charter, following the 2021 Strategic Planning Session, not

Project stakeholders

Indirect Stakeholders

Inmates, Families of Inmates,
DCS Visitors, Service
Providers, Community
at large, Victims of Crime

01

Core Stakeholders

DCS Officials.

02

Direct Stakeholders

Ministry, NC, RCs, CDCs,
DCs, Labour Unions

03



Role of Indirect Stakeholders

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

Role of Core Stakeholders






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

Role of Direct Stakeholders

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

Progress Report

Project Start Date:	February 2019	Revised End Date:	March 2023	Current Phase:	Implementation / Execution
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 Major Milestones or Deliverables	 Plan Start Date	 Actual Progress to date	 Reasons for delays	 Corrective measures
Set up Administration Support and relevant Governance Structures	Apr-Jun 2021	On Track		N/A
Implementation of Communications Framework & Plan	2018 – 2023	On Track	N/A	N/A
Define Change Management across Work streams	2021/22	Off Track	No PMO	Setting-up PMO and relevant governance structures (Project Management Office)

Progress Report

Project Start Date:

09 December 2019

Revised End Date:

February 2023

Current Phase:

Implementation /
Execution



**Major Milestones or
Deliverables**



**Plan Start
Date**



**Actual Progress to
date**



Reasons for delays



**Corrective
measures**

Facilitate Change
through the Design
Phase

2023

Off Track

No PMO

Change Readiness
Assessment

2023

Off Track

No PMO

Setting-up PMO and
relevant governance
structures (Project
Management Office)

Tailored Change
Management
Intervention &
Communications

2023

Off Track

No PMO

Setting-up PMO and
relevant governance
structures (Project
Management Office)

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'.

Budget	Actual	Variance	Comments
Nil	0	0	None

Project Challenges and Risks

	Date Added	Challenge or Risk	Description	Status
1.	27/11/2020	No Project Management Office (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	Active

Project Challenges and Risks

	Date Added	Challenge or Risk	Description	Status
2.	27/11/2020	Lack of dedicated resources	<p>Dedicated resources to drive sustained change management not readily available</p> <p>As per SDM, implementation of the change management plan must be accompanied by dedicated resources to drive sustained change management</p>	Active
3.	12/08/2021	Representatives from other work streams still to be allocated	<p>Management across Work streams</p> <p>All work streams were requested to nominate a work</p>	Active

Project Challenges and Risks

	Date Added	Challenge or Risk	Description	Status
4.	27/11/2020	Resistance to change	Reluctance to adapt to changes, and to cling to pre-existing customs and methods	Probable

Critical Success Factors

- ❑ 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 last 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
- ❑ After facilitating the process of change, 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
- ❑ Role of Direct Stakeholders (Ministry, NC, RCs, CDCs, DCs, Organised Labour): 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
- ❑ 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

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