

Integrated HR Strategy

Branch Human Resources

Date: 02 December 2022



INTRODUCTION

Purpose

The purpose of this Integrated HR Strategy seeks to address the following:

- Concerns raised by our clients on the services rendered by HR and the perception that they have about HR.
- Concerns and inputs by officials at all levels on HR matters Pre Kopanong Session and during 2019 HR Summits Roadshows
- There is a general dissatisfaction about HR issues across the organisation.
- The impact of the dissatisfaction amongst the employees cannot be over emphasised and a need for leadership to start doing something about HR issues
- The concerns have an impact on service delivery and general employees' satisfaction.

Applicable mandates that gives effect to HR Operations:

- The Constitution of RSA
- Basic Condition of Employment Act
- Labour Relations Act
- Correctional Services Act 111 of 1998 as amended
- Public Service Act
- Public Financial Management Act
- Occupational Health and Safety Act
- Employment Equity Act
- Protection of Personal Information Act
- White Paper on Corrections;
- National development plan Vision 2030
- DCC Strategic Plan

INTENDED OUTCOMES OF THE STRATEGY

How will HR contribute to the 5 year Strategic Plan of DCS and what are the main drivers for the Integrated Strategy?

1. *HR Talent Management*
2. *A functional organisational structure*
3. *Ensure an ideal correctional environment*
4. *Professionalisation of the corrections profession*
5. *Modernisation of HR processes and work practices*
6. *Realization of a diverse , competent and equitably represented workforce*
7. *Strategic internal and external partnerships*

PILLARS / KEY FOCUS AREAS

4 PILLARS OF THE INTEGRATED HR STRATEGY

The Integrated HR Strategy Consists of the following Pillars:

- *Human Resource Management*
- *Human Resource Development*
- *Integrated Employee Health and Wellness*
- *Employee Relations & Gender and Employment Equity*

PILLARS / KEY FOCUS AREAS

HUMAN RESOURCES MANAGEMENT

1. *Approved Human Resource Strategy which supports the development and the retention of an ideal correctional official.*
2. *Develop an organisational structure which facilitates and supports service delivery in accordance with the strategic objectives of the department.*
3. *Job evaluation and grading of positions in the department.*
4. *Post establishment*
5. *Development of Career Pathing Framework that makes the department a career of choice.*
6. *Develop and implement a shift system that supports operations.*
7. *Recruitment strategy that attracts and retain talents*
8. *Develop and implement succession strategy to ensure continuity in the service delivery*

HUMAN RESOURCE MANAGEMENT

OBJECTIVES OF THE STRATEGY

- To develop an Integrated Human Resource Strategy framework that includes human resource planning in developing an organizational structure which entrenches an organizational culture to facilitate and supports core business
- To develop a talent management strategy that encompasses an effective recruitment, retention and succession policy that is appropriate to deliver practises that addresses capacity, effectiveness and professionalization of HR, thus enabling the professionalization of Core Business

BACKGROUND

The Directorate Human Resource Administration & Utilization consist of the following Sub- directorates:

- Retention & Service Terminations
- Auxiliary Services
- Service Benefits
- Placement
- HR Utilization
- Remuneration Control

HR ADMINISTRATION & UTILIZATION

Oversee Human Resource Administration & Utilization in the Department of Correctional Services

- HR Persal Administration

Oversee of Persal management

- HR Audit monthly

- Payment of Conditions of Service through Persal Management

- Persal Training

CRITICAL SUCCESS FACTORS TO MEET TARGET

Dependencies and requirements to deliver on the targets

- *information technology infrastructure for the development of the Organisational Structure*
- *Participation of human resource managers in Recruitment Processes*
- *Adequate budget allocation for filling of Vacancies*
- *Timeous submission of Service Termination documents by Regions*
- *Declaration of interest by all employees*

KEY FOCUS AREAS

HR Administration & Utilization

Recruitment & Retention of Personnel.

Service Termination administration and Policy Development.

Management of HR Benefits.

Development of Transfer Policies and Placement.

Management of Remuneration in the Department.

PROGRESS TO DATE ON THE STRATEGY DEVELOPMENT

- Human Resource Strategy was approved for implementation on 23 September 2021
- Youth Employment target of 20% for employment of Youth in the Department was over achieved for the financial year.

CHALLENGES & MITIGATION PLAN

CHALLENGES	MITIGATION PLAN
Delays in reviewal and approval of HR Policies	Fast track approval of Draft HR Policies
Delays in the filling of posts resulting in CoE under spending	Adherence to timelines in Recruitment Plans and effect consequence management in cases of non-compliance.
Ageing workforce which causes a high turnover rate	Accelerated employment of Youth in the Department
Inconsistent application of HR Policies	Train all HR Practitioners on HR related policies
CoE Budget cuts	Reprioritisation of activities and re-organising of HR functions

HR SUPPORT

Key aspects of professionalisation must be emphasized in the planning, performance management and appraisal systems, including performance standards and assessment instruments for different categories of employees.

Performance management can also be aligned with professional body registration. Eg Nurses Council , Legal PR actioners Council and others

HUMAN RESOURCE SUPPORT

The proposals are as follows:

- DCS must review the performance management systems and make sure its fit for purpose.
- Non-compliance with performance management and contracting deadlines must be treated as an element of insubordination, and therefore should be dealt with through the departments consequence management processes.
- Performance management is about enhancing organisational performance. This needs to be understood by all in the department. Service delivery depends on how employees perform.

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HUMAN RESOURCE SUPPORT

The departments Career Management, which must be in line with National Policy for an Integrated Career Development System for South Africa and include considerations for career guidance, career education and career adaptation to support officials in their careers.

The Promotion Policy (2022) sets a minimum number of years of service for promotion from one level to the next. The main requirement for promotion is performance .

The department will develop procedures for promotion in the department from production , supervisory , junior into middle management and will look into developing prescribed training for promotion purposes .

HUMAN RESOURCE PLANNING

- ❑ In terms of the Public Service Regulations, 2016 (as amended), Chapter 3, Part 1.26, the Department is required to Prepare and implement a Human Resource Plan
- ❑ **Regulation 39 Job descriptions, job titles, systems of occupational classification and remuneration and OSDs.**
 - (1) For each post or group of posts, an executive authority shall establish a job description and job title that indicate, with appropriate emphasis on service delivery
 - (a) the main objectives, activities and functions of the post or posts in question; and
 - (b) the inherent requirements of the job.
- ❑ **Regulation 40 Creation and filling of posts.** Before creating a post for any new job, or filling any vacancy, an executive authority shall confirm that he or she requires the post to meet the department's objectives taking into account the norms and standards determined by the Minister for post provisioning for occupations or categories of employees;
- ❑ **Regulation 41 Job evaluation and job grading systems.** (1) The Minister shall determine job evaluation and job grading system or systems that shall be utilised in public service to ensure work of equal value is remunerated equally;

PURPOSE OF HUMAN RESOURCE PLANNING

Oversee the workstudy and job evaluation (organisational development) and human resource planning functions in accordance with applicable legislative mandates and prescripts

- Organisational development
- Job Evaluation
- Human Resource Planning and budgeting
- HR Forecasting Planning
- HR Plan MTEF

KEY FOCUS AREAS

HUMAN RESOURCE PLANNING

Design and develop of the functional organizational and post establishment structures.

Development and maintenance of the post provisioning norms and standards

Management of the job evaluation process

Facilitate the development of new and review of the existing and redesigned jobs

Reconfiguration of the Human Resource Budget Plan tool

KEY FOCUS AREAS

HUMAN RESOURCE PLANNING

Facilitate and Coordinate Human Resource Assessment Tool

Conduct Environmental Scan and Workforce Analysis

Identify human resource gaps in supply and demand - forecasting

Identification of Human Resource Plan Priorities – HR Plan MTEF 2023/2024

Development Action Plan – Service delivery HR

Monitoring and Evaluation of the Human Resource Plan

7 day Establishment Shift Pattern

CRITICAL SUCCESS FACTORS TO MEET TARGET

Dependencies and requirements to deliver on the targets

- *Information technology infrastructure for the development of the Organisational Structure*
- *Participation of Human Resource Managers in the the Human Resource Planning*
- *Adequate budget allocation Compensation of Employees and Goods and Service) to deliver on Human Resource Planning services*
- *Continuous training and development for capacitation and capability*
- *Adherence to time frames for submission of human resource plan and implementation to the Department of Public Service and Administration*

PROGRESS TO DATE ON THE STRATEGY DEVELOPMENT

- Human Resource Strategy was approved for implementation on 23 September 2021
- In May 2022 a Human Resource Strategy session was scheduled and attended by representatives from the Regions and Head Office
- The Minister approved the Organisational Structure on 14 March 2022 for further consultations with the stakeholders
- After engagement with organised Labour, a uniform shift system was developed. The following shift systems were developed : 10x 4, 45hour shift pattern compressed into 5 days with work performed on Saturday and Sunday being overtime and 11x 3. The minimum required funding for the Shift System is R885 million and funding is not available
- 7 day establishment shift pattern is at the Departmental Bargaining Council for consultation.

PERSAL MANAGEMENT

HR TECHNOLOGY

There is a need to review effectiveness of HR Systems in order to enhance access and quality of Service Delivery as required by the Honourable Minister of Justice and Correctional Services, RO Lamola in his opening remarks of the 2019/20 Annual Report.

He stressed that employees of the department need to be trained in all relevant aspects of technology in preparation for a Mordernised DCS.

DCS HR Services are mainly manual and mundane. This has an impact on the effectiveness of the provisioning of services . The South African Economy has migrated ahead of DCS with most schools having computer labs. Covid19 environment has fast tracked the use of technology and making remote meetings and remote working a reality. This makes it imperative for DCS HR to fast track automation of HR Services.

DCS further needs to establish the levels of technology literacy amongst its employees and provide basic technological literacy.

PERSAL MANAGEMENT

Much as HR process automation has become a need, it must however be done in a phased approach to allow for seamless process that is well coordinated.

HR Service delivery is about HR administration. The effectiveness on the provision of recruitment, salaries, management of leave/duty attendance services as well as the payment of associated benefits (Overtime, Standby Allowance, Shift Allowance etc) have been assessed and results leaves much to be desired. The afore aspect of HR administration have a tedious process characterised by human errors be it intentional/deliberate or honest human errors.

Manually calculated transactions that are involved on monthly basis may be one of the main attributing factors to erroneous payments of allowances - associated with leave/duty attendance.

To this end, a need to urgently consider and prioritise the automation of HR Services in line with the developments in the technology space cannot be over emphasised.

HR RISK MANAGEMENT AND AUDIT FINDINGS

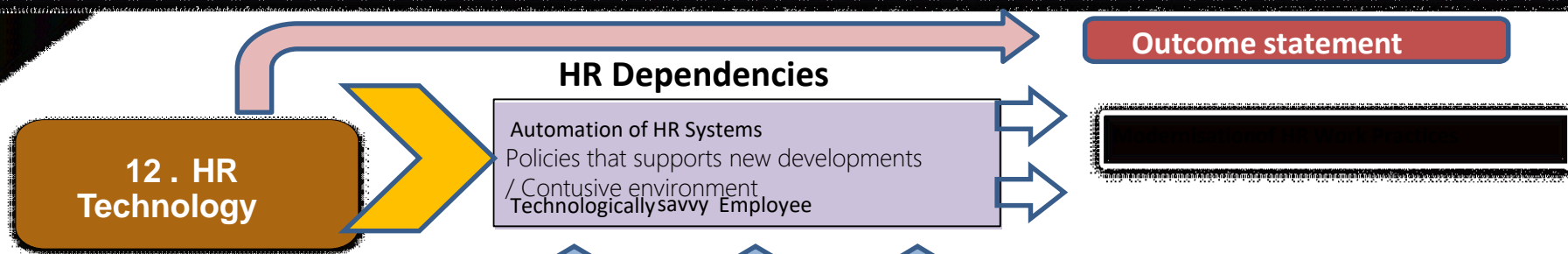
- DCS currently manages HR Risk management through guidance and compliance with the departments Risk Management Frameworks.
- Enforcement of compliance and consequence management are also stated as appropriate interventions to address challenges of the department. Other issues that impact on HR Risk management are stated as unethical conduct- to a certain extent, this risks may be mitigated through process automation
- Audits have identified poor management of leave and work attendance as causing the department millions of rand. The analysis of the cause of this anomaly has revealed that, In the main, most of the attributing factors are mainly human factors
- Due to the number of transactions involved at a given time(where mass payments needs to take place) presents an opportunity for intentional errors/fraud or innocent mistakes.
- There is a lack of proper verification of the correctness of amounts to be paid due to huge numbers of transactions involved – (especially where transactions must be finalized by a certain date to meet a pay date (overtime, Weekend / public holiday payments, double shifts etc).
- Inconsistence application of HR policies (e.g applicable tariffs

HR AUTOMATION

- The High Level Journey of the HR Automation as a Strategy
- The strategy of HR shall be implemented in a manner that begins the journey of the strategy 2068 as follows:
 - **First Five Years**
 - Building a foundation for solid innovative HR interventions that are credible and support the core business deliver on the strategic outcomes. Introduce **automation for key HR administrative processes** such as, recruitment, programmatic capturing of mass transactions on PERSAL and leave management, Calculation of allowances payments, Compilation of source documents etc
 - **10 Years**
 - Solidify implementation of HR Interventions. Enhance innovations in solutions and deepening leverage on strategic partnerships with other state departments e.g DPSA reg E-recruitment, PMDS. Migrate HR Processes to technological platforms with entrenched virtual processes such as meetings, training and other interventions.
 - **2068**
 - Fully modernised and virtual HR in corrections

AUTOMATION OF HR PROCESSES

Modernisation and Ideal Correctional Environment



Strategic Intent	Strategic Issue	HR Dependencies	Proposed HR Interventions	CoE Budget Challenge	Mitigation of the challenge
Modernisation of work practices	Automation of HR processes	Automation of HR Systems	Validate alignment of roles and responsibilities with remuneration Identify gaps and develop strategies to address such gaps	Budgetary Constraints	Engage GITO to establish use of currently available systems
		Creation of enabling environment	Align HR policies to support modernisation / automation initiatives	N/a	
		Work tools and technology available to all Officials Ability to self develop and self evaluate through technology	Ensure all employees have appropriate technology to work remotely if required. Ensure learning interventions can be accessed through technology Train all employees on basic technology	Budgetary constraints	Evaluate use of a phased approach. Establish possible assistance from SETA's

PROGRESS TO DATE

- 1st phase: Process map of the affected areas for which automation is urgently required has been completed and development process Conceptualized.
- As part of the above phase (Automation of Key delivery areas - as part of **HR-PERSAL Monitoring & Control Enhancement** (PACE) has already been initiated (developmental stages)

ESTIMATED DATE OF COMPLETION

Activity	Time frame	Required resources
Development of HR-PERSAL Automation & Control Enhancement (PACE) with regard to duty registers (Z168) for shift workers and calculations of related allowances	01 April 2022- 31 March 2023 - Phase 2	MS Office-365 Stable internet access Power BI
Roll-out of phase 2, Development of HR-PERSAL Automation & Control Enhancement (PACE) – automation of leave entitlements, measuring of personnel strengths (Staff compliments v/s offender population), automation of salary adjustments, management reports and overtime budget monitoring	01 April 2023- 31 March 2024 - Phase 3	MS Office-365 Stable internet access Power BI
Roll-out 3 and Review (Maintenance and further Enhancement)	01 April 2024- 31 March 2025 - Phase 4	MS Office-365 Stable internet access Power BI

Stakeholder Analysis and their Interest:

- Leave / Attendance Register (Z168/SHIFT WORKERS DUTY REGISTERS

LEVEL OF OPERATION	StakeholderInterest	Intervention Required
Centre	Duty Clerk/ Leave Clerk DH Personnel CC: Staff Support HCC/ Head of Commcor	Orientation Minimum access
Area commissioner's office	Assistant PERSAL Controller AC: HR Admin manager Network controller Area Coordinator Corporate Area Commissioners	Orientation IT support Minimum access
Regional Office	RH: Human Resource Regional PERSAL managers/ PERSAL controllers	Orientation Support
Head office	Task Team Director PERSAL Management National PERSAL Controller Directorate HRA&U DC: HRM CDC: HR	Appointment Project coordinator Co-project coordinator Orientation Adoption of Tool Adoption and Approval

Stakeholder Analysis and their Interest:

Allowances (Remuneration Controls and Monitoring)

LEVEL OF OPERATION	Stakeholder	Intervention Required
Centre	Duty Clerk/ Salaries Clerk DH Personnel CC: Staff Support HCC/ Head of Commcor	Orientation Minimum access
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Head office	Task Team Director PERSAL Management National PERSAL Controller Directorate HRA&U DC: HRM CDC: HR	Appointment Project coordinator Co-project coordinator Orientation Adoption of Tool Adoption and Approval

Benefits of the system automation under development:

Monitoring and Auditing of HR processes (Internal Control)

Improve correctness of data

Reduce human error in capturing of information

Reduce over & under payments

Standardized calculations of manually calculated salaries and allowances

Automatic compilation of source documents to all manual payments

Enforce compliance on HR and financial policies

Automatic reconciliations

Automatic analysis and summaries of data

Improve and automate leave administration

Electronic filling of source documents as backup to the existing system

Develop a management tool for decision making

HUMAN RESOURCE DEVELOPMENT

PILLARS/KEY FOCUS AREAS

1. *Enhancement of entry level recruitment and training*
2. *Youth development and empowerment through the developmental programmes (learnership, internship, student internship and bursary programmes)*
3. *Skills audit – training needs analysis and identification informed by competency framework.*
4. *Professionalisation of the Corrections profession by 2028*
5. *Modernisation of HRD delivery (e-learning)*
6. *Standardisation of training manuals and accreditation of core business training programmes*
7. *Mentoring and Coaching Programme.*

PROGRESS TO DATE

HUMAN RESOURCES DEVELOPMENT

1. Enhancement of entry level recruitment and training

- The content of the existing entry level training qualifications were consulted with the Heads of Correctional Centres and core branches.*
- The recommendations of these consultative sessions were approved by the National Commissioner. The recommendations which were approved included the following:*
 - Physical fitness tests as a second step of the shortlisting process*
 - Psychometric and medical fitness to be compulsory criteria for enrolment.*
 - Medical examination to be conducted by medical doctors appointed by the Department*
 - Personnel suitability checks to be undertaken before the learners are enrolled.*

PROGRESS TO DATE

HUMAN RESOURCES DEVELOPMENT

1. *Enhancement of entry level recruitment and training*

- *The recommendations which were approved included the following (cont...):*
 - *Enrolment to be 30% males and 70% females*
 - *Heads of Correctional Centres to be part of selection panels.*
 - *Recommended candidates to be oriented for 2 weeks at the correctional centres prior to departure to the colleges*
 - *Learnership to be 6 months at the colleges (including theory and practical training at the management areas closest to the colleges) and 18 months at the correctional centres*
 - *The National Certificate in Corrections Services NQF Level 5 to be implemented.*
 - *All trainers to be centre based and to be seconded to the correctional centres when there is no training at the colleges*

PROGRESS TO DATE

HUMAN RESOURCES DEVELOPMENT

1. Enhancement of entry level recruitment and training

The operationalisation of the recommendations is currently underway and some of the recommendations have been incorporated in the review of the Corrections Services Learnership Selection Procedure.

The learning material of the current group has already been substantially enhanced with content from the NQF level 5 qualification with a greater emphasis on self-defence and physical training.

Challenges

- *Implementation of the conversion of the trainers to centre based.*
- *Funds for the medical examination by the DCS-procured medical doctors.*
- *The psychometric approach to be utilised still needs to be determined.*
- *Enrolment to be 70% males and 30% females is contrary to the Employment Equity targets for the learnership which are 60% males and 40% females.*
- *Sustaining of the momentum of the discipline and physical fitness during the experiential learning portion of the learnership.*

PROGRESS TO DATE

HUMAN RESOURCES DEVELOPMENT

2. Youth development and empowerment through the developmental programmes (learnership, internship, student internship and bursary programmes)

Since 2020/21 – the Department has enrolled 1012 learners (65% male and 35% female) and they currently undergoing training at the colleges), 369 interns (297 in 2020/21, 49 in 2021/22 and 23 in 2022/23) and 1826 student interns (610 in 2020/21, 775 in 2021/22 and 441 in 2022/23). No learners were enrolled on the learnership in the years 2020/21 and 2021/22.

Currently there are 297 bursary holders in the system. 124 bursaries were allocated in 2020/21, 178 in 2021/22 and 162 have been selected for funding in the academic year 2023.

Challenges

- Limited funds for the developmental programmes*
- Centralisation of the delegation for the selection process for learnership and internship.*
- Availability of ICT equipment and data for bursary holders.*

PROGRESS TO DATE

HUMAN RESOURCES DEVELOPMENT

3. *Skills audit – training needs analysis and identification informed by competency framework.*

Training needs analysis and identification is done annually as part of the development of the workplace skills plan. At this stage a skills audit based on the competency framework has not yet been done as an approved competency framework is still being developed. The branch is currently also awaiting approval of the public service skills audit framework.

The training needs that were identified for the following performance years based on the approved WSPs are as follows with training delivered per performance year: In 2020/21, 32 388 officials were trained against a target of 21 000; in 2021/22, 24 930 officials were trained against a target of 19 500 and in 2022/23, 19 013 have been trained as at 30 Sept 2022 against a target of 17 550.

An impact assessment tool is currently being piloted in the regions and the analysis report will be submitted by the end of the financial year.

PROGRESS TO DATE

HUMAN RESOURCES DEVELOPMENT

4. Professionalisation of the Corrections profession by 2028

The draft Professional Council legislation has been developed and consulted internally.

In terms of the Corrections Academy, benchmarking has been done with the South African Military Academy and the governance documents were submitted for approval. Preparations are currently underway for a roundtable with key stakeholders in the justice, crime prevention and security cluster as well as the education, training and development space to assist the Department in the conceptualisation of the Academy.

The Department is working with UNISA to encourage those officials with extensive experience but no qualifications to register to obtain their qualifications through Recognition of Prior Learning route. Bursaries are also offered for those who wish to pursue this route. Following a pilot with 60 EST officials, 17 officials' portfolios have been accepted to study and will be funded for the Bachelor degree at UNISA in 2023.

PROGRESS TO DATE

HUMAN RESOURCES DEVELOPMENT

5. Modernisation of HRD delivery (e-learning)

The Department is still largely dependent on the National School of Government for e-Learning.

The Directorate Functional and Management Training is currently working with GITO to develop the first training programme (Ethics, Fraud Prevention and Anti-Corruption Awareness in DCS) on the Moodle eLearning platform. It should be finalised for piloting by the end of the financial year.

The aim is also to have the DCS Orientation and Induction delivered through the eLearning platform and engagement with GITO in this regard is also underway.

Challenge:

- Access to ICT equipment in the management areas is limited which means not all officials are able to access eLearning training programmes.*

PROGRESS TO DATE

HUMAN RESOURCES DEVELOPMENT

6. Standardisation of training manuals and accreditation of core business training programmes

The following training manuals have been developed since 2020/21:

- *Security Intelligence and Information Management*
- *Standard Operating Procedures*
- *Emergency Support Teams Training Manual*
- *Community Reintegration Learner Guide*
- *Report Writing*
- *Firearm Category 1, 2 and 3*
- *LGBTIQ+*
- *Investigation Training Manual*

PROGRESS TO DATE

HUMAN RESOURCES DEVELOPMENT

6. Standardisation of training manuals and accreditation of core business training programmes (cont...)

The following qualifications have been developed and accredited:

- *Correctional Official qualification – NQF Level 5*
- *Offender Placement and Release – NQF level 6*
- *Correctional Services Manager – NQF Level 6*

The following are in process:

- *Dog Training Learning Material – NQF Level 4 (to be completed in March 2023)*
- *Self-loading Carbine Firearm Training – NQF 4 (to be completed in December 2022)*
- *In 2023/24 the Correctional Services Security Manager Qualification will be developed and registered by South African Qualifications Authority*

PROGRESS TO DATE

HUMAN RESOURCES DEVELOPMENT

7. Mentoring and Coaching Programme.

The Mentoring and Coaching Framework for SMS members has been approved.

It will be implemented once funds are secured for the training of the mentors.

Challenge

- The availability of funds for the training of mentors.*

8. Physical Fitness Training.

9. Ideal Correctional Services

PILLARS / KEY FOCUS AREAS

HUMAN RESOURCES DEVELOPMENT

Leadership and Management Development

The following number of Managers were trained from 2020/21 to date:

- Emerging Management Development Programme (Junior Managers) – 255*
- Advanced Management Development Programme (Middle Managers) - 190*
- SMS officials attended different leadership related training - 99*

PILLARS / KEY FOCUS AREAS

INTEGRATED EMPLOYEE HEALTH AND WELLNESS

1. *Improve the benefits of employees through the Facilities Fund.*
2. *Monitor the implementation of the 4 IEHW policies and measure the impact of targeted interventions on both employee health and productivity.*
3. *Enhancement of the health and wellbeing by improving occupational health and safety in the workplace.*
4. *Promotion of the physical, social, emotional, financial and intellectual wellness of individuals through EAP programmes, sport and recreation.*

INTEGRATED EMPLOYEE HEALTH AND WELLNESS

Integrated Employee Health and Wellness Chief Directorate consist of the following Directorates:

- Facilities Funds
- Employee Wellness
- Occupational Health and Safety

IEHW is informed by DPSA pillars.

A VISION FOR DCS EHW

Positive, Motivated and Healthy Ideal Correctional Officials.

OCCUPATIONAL HEALTH AND SAFETY

QUALITY OF WORK LIFE BALANCE



Disease Management: Chronic Disease

Safety, Health, Environment and Quality

Individual Wellness: Psychosocial

Individual Wellness: Physical – Sport and Recreation

Human Rights and Access to Justice

Occupational Health Education and Promotion, Work Place Design and Special Facilities

Employee Assistance Programme

Wellness Centre Management and Biokinetics

Treatment Care and Support

Injury on Duty and Incapacity due to Ill health; Work Place Ergonomics

Work Life Balance

Organisational Wellness

Prevention, Research, Monitoring and Evaluation and PILIR

Mental Health and Psychosomatic illnesses

Spirituality and Inter Faith programmes

Health Risk Assessment & Management

Chronic Disease Including HIV&AIDS & TB Management

Occupational Health, Hygiene & Safety Management

EAP and Spiritual Care and Work Life Balance

Sport, Recreation and Wellness Management

KEY PROCESS PILLARS FOR HIGH PERFORMANCE IN THE PUBLIC SERVICE THROUGH EHW:
CAPACITY BUILDING, ORGANISATIONAL SUPPORT INITIATIVES, GOVERNANCE & INSTITUTIONAL INITIATIVES, ECONOMIC GROWTH AND DEVELOPMENT

Focus on all levels of employment

Responding to needs of designated groups (women, disabled, PLWHA)

Cohesiveness & Integration

Flexibility and adaptability

Recognizing contextual differences

Maintaining a performance focus

Building learning communities & organizations

Promoting the agenda of development

Continuity through all spheres of government

Responding to sectoral differences

CORE PRINCIPLES INFORMING IMPLEMENTATION OF EHW STRATEGY

LEGISLATIVE FRAMEWORK AS A FOUNDATION

PURPOSE OF IEHW

Integrated Employee Health and Wellness Chief Directorate is aimed at:

- Promoting physical, social, emotional, occupational, spiritual, financial and intellectual wellness of employees.
- Enhance health and physical wellbeing of employees by improving occupational health and safety in the work place.

KEY FOCUS AREAS

INTEGRATED EMPLOYEE HEALTH AND WELLNESS

1. Improve the benefits of employees through the Facilities Fund.
2. Monitor the implementation of the 4 IEHW policies and measure the impact of targeted interventions on both employee health and productivity.
3. Enhancement of the health and wellbeing by improving occupational health and safety in the workplace.
4. Promotion of the physical, social, emotional, financial and intellectual wellness of individuals through EAP programmes, sport and recreation.

KEY FOCUS AREAS

1. Benefits of employees through the Facilities Fund on: (Study loans, Karridene Protea Hotel Resort, time shares, guest houses discounted tariffs, financial assistance, sports funds, widows and orphans fund).
2. Approved 4 IEHW Policies and Procedures in line with DPSA wellness pillars.
3. Aligned IEHW processes with DPSA reporting performance tools.
4. Conducted 06 OHS inspections to monitor and enforce compliance in 06 Management Areas. Conducted e-COIDA training in all regions.

KEY FOCUS AREAS

5. Conducted 12 IEHW Roll outs in order to improve the wellness of our officials and create a safe working environment in relation to HIV/AIDS, OHS, COIDA, EAP, Financial management and Sports and Recreation
6. Promotion of physical, social, emotional, financial and intellectual wellness of individuals through EAP programmes, sport and recreation, wellness centre management as part of IEHW programmes.

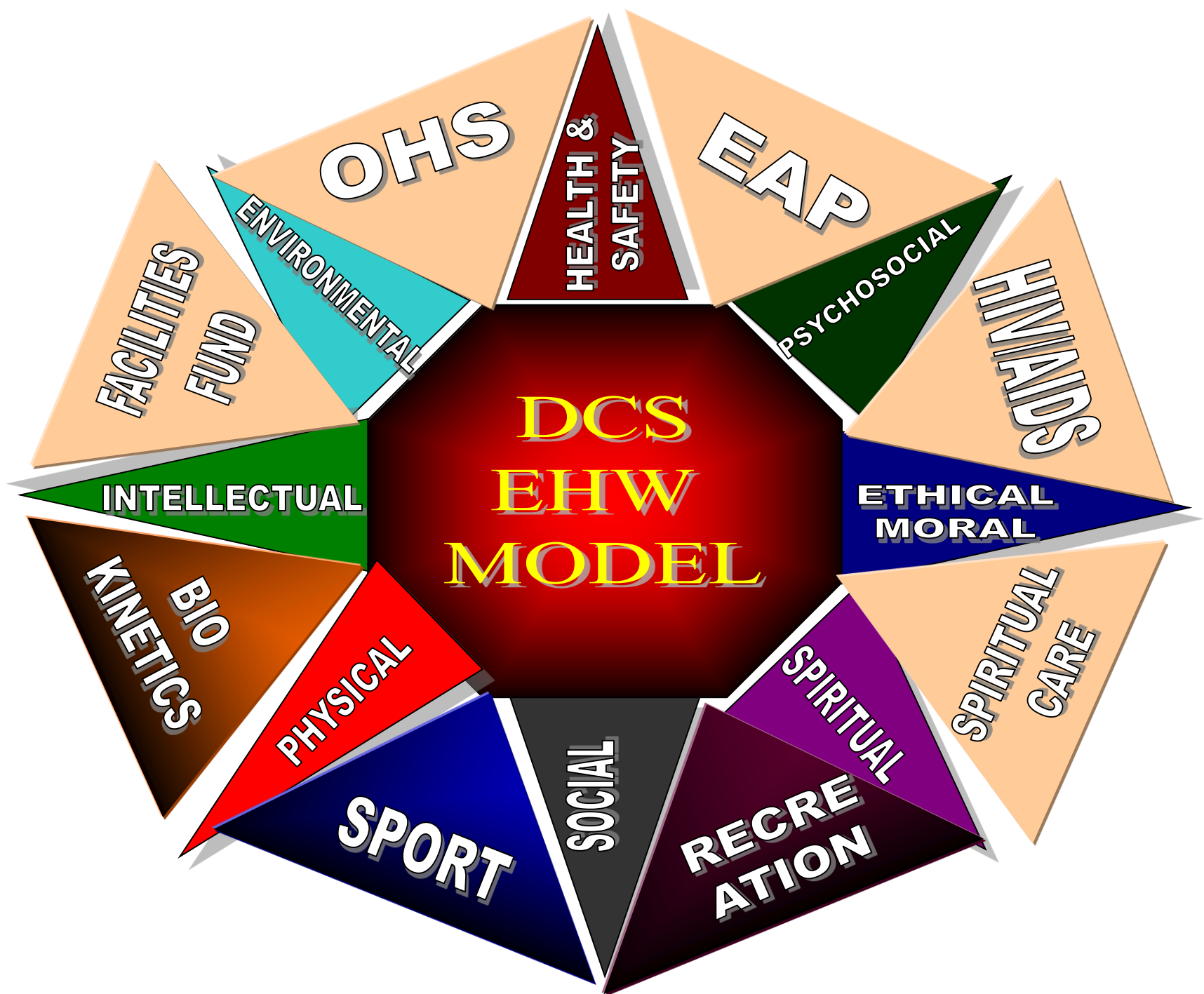
CRITICAL SUCCESS FACTORS TO MEET TARGET

Dependencies and requirements to deliver on the targets

- Infrastructure development and maintenance of sports facilities gymnasiums, mess, wellness centres and guest houses.
- Availability of funds.
- Buy-in from the stakeholders
- Support from management and executive
- Capable and competent staff
- Availability of core business policies to inform training material.
- Assistance with the enhancement of ICT infrastructure and procurement of equipment for ICT training and e-learning.
- Approval of the organisational structure and competency framework
- Need for additional dedicated HR capacity for wellness programmes, with urgent intervention required in terms of occupational health and safety, in particular.
- Creation of online platform to conduct wellness programmes.
- Regular meetings of the Facilities Fund Board of Trustees.
- Consistent application of EE targets by Selection and Interview panels.
- Compliance to EE Plan by delegated Authority.
- Persal Reports for EE Data & ER Stats

PROGRESS TO DATE ON THE STRATEGY DEVELOPMENT

- Integrated Employee Health and Wellness Summit was held in May 2022 at St Albans Management Area in the Eastern Cape.
- Establishment of Wellness Forums has been approved.
- Rendering of spiritual care services for officials by Chaplains.
- Strengthened working relations with external stakeholders in delivery of IEHW services and programmes.
- DPSA rendered capacity building to DCS on IEHW programmes.
- Resuscitation of sports and recreation in DCS.



PILLARS / KEY FOCUS AREAS

EMPLOYEE RELATIONS & GENDER AND EMPLOYMENT EQUITY

1. *Organizational Focus Area: Leadership and Accountability*
2. *Programmatically Focus Area: Monitoring compliance by the department to its EE Targets or Departmental EE Plan to ensure equal participation of women at decision making levels and access to employment by persons with disabilities. (SMS: 50/50% and 2% PWD).*
3. *Advancement of designated groups through training, development and support.*
4. *Build Sound Employee Relations*
5. *Monitor implementation and compliance with all provisions of the sexual harassment policy.*
6. *Monitor compliance by the department to its Suspension policy and the SMS Handbook.*

Collective Bargaining

- *Promotion policy was successful negotiated and consulted at the Bargaining Chamber and it will be effected on 1 July 2023.*
- *Amendment of clause 8.1 8.2 on GPSSBC Resolution 2 of 2009, Biennale payment of 3% to 1.5% annual*
- *Parties at the Departmental Chamber have finalized consultation on the organizational*
- *GPSSBC Resolution 1 of 2020 payment was meal interval was successful implemented*
- *PSCBC Resolution 15 on housing allowance is successful implemented.*

Management of Suspensions

- *Suspensions are monitored on quarterly basis*
- *Regions are informed of through communication signed by the accounting officer*
- *For the 2nd quarter the suspensions were high*
- *Suspensions reported for 2nd quarter of 2022/23 are one hundred and thirty-five (135). Out of the 135 suspensions; seventy (70) were uplifted and sixty-five (65) are still in progress.*
- *There is a slight decrease in the number of suspensions from 144 cases reported in the 1st quarter to 135 cases reported in the 2nd quarter.*
- *Although a decrease is noticeable, there is an increase in the number of active suspensions from 53 cases in the 1st quarter to 65 cases in the 2nd quarter. About 52% suspensions were finalised in the 2nd quarter.*
- *The total cost of suspensions reported during the 2nd quarter is R 4 418 060.02.*

Management of Grievances

- *Grievances reported for 2nd quarter of 2022/23 are three hundred and nine (309). Out of the 309 grievances; two hundred and twelve (212) were finalised and ninety-seven (197) are still in progress. 68.60% of the grievances were finalised in the Department in the second quarter.*
- *The number of grievances has slightly decreased from 310 reported in the 1st quarter to 309 in the 2nd quarter.*

PROGRESS TO DATE ON THE STRATEGY DEVELOPMENT

Disciplinary Hearings

- *Disciplinary cases reported for the 2nd quarter of 2022/23 are nine hundred and seventy-four (974). Out of the 974 disciplinary cases, six hundred and eighty-eight (688) were finalised (70.63%) and two hundred and eighty-six (286) are in progress.*
- *70.63 % of the disciplinary cases were finalised in the second quarter.*
- *There is an increase in the number of disciplinary hearings from 913 in the 1st quarter to 974 in the 2nd quarter.*
- *The prevalent misconduct cases are absent from duty without prior permission or authorization and fail to comply with or contravene of act, regulation or legal obligation.*
- *There is a slight decrease in the number of the pending disciplinary cases from 287 reported in the 1st quarter to 286 reported in the 2nd quarter*

CRITICAL SUCCESS FACTORS TO MEET TARGET

Dependencies and requirements to deliver on the targets

- *Availability of funds.*
- *Buy-in from the stakeholders*
- *Support from management and executive*
- *Capable and competent staff*
- *Availability of core business policies to inform training material.*
- *Assistance with the enhancement of ICT infrastructure and procurement of equipment for ICT training and e-learning.*
- *Approval of the organisational structure and competency framework*
- *Need for additional dedicated HR capacity for wellness programmes, with urgent intervention required in terms of occupational health and safety, in particular.*
- *Creation of online platform to conduct wellness programmes.*
- *Regular meetings of the Facilities Fund Board of Trustees.*
- *Consistent application of EE targets by Selection and Interview panels.*
- *Compliance to EE Plan by delegated Authority.*
- *Persal Reports for EE Data & ER Stats*

Critical success Factors

- ICT systems that support to facilitate the implementation of automation processes
- Availability of funds.
- Buy-in from the stakeholders
- Support from management and executive on the initiatives
- Capable and competent staff
- Alignment of the HR policies to support the automation processes
- Assistance with the enhancement of ICT infrastructure and procurement of equipment for ICT.
- Capacitation of HR.- User support
- Improvement of ICT systems and Infrastructure

PROJECT PLAN TO FINALISE THE STRATEGY

Quarter	Deliverable
Quarter 1 of 2020/21	Draft Master Plans developed by chief directorates
Quarter 2 of 2020/21	Development of draft integrated HR strategy
Quarter 3 of 2020/21	Consultation of the IHRS with regions and branches
Quarter 4 of 2020/21	Approval of the IHRS



Department of Correctional Services (DCS)
Head Office: Correctional Services
124 WF Nkomo Street
WF Nkomo & Sophie De Bruyn Streets
Pretoria Central
Private Bag X136
Pretoria
0001
Website: <http://www.dcs.gov.za>



correctional services

Department:
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REPUBLIC OF SOUTH AFRICA