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**THE ROLE OF TRANSFORMATION IN THE PROVISION AND
MAINTENANCE OF PERSONNEL IN THE DEPARTMENT OF
CORRECTIONAL SERVICES: PRETORIA CENTRAL PRISON**

by

M.S. MADIA

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Supervisor: Prof. E. Van Rooyen

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ABSTRACT

Before 1994 the Department of Correctional Services was not representative of South African demography in terms of race, gender and disability. The challenge faced by the post-1994 Department of Correctional Services was to bring about change. The Department had to accept this challenge with full awareness of past and continuing discriminatory policies and practices and inadequate service delivery (Department of Correctional Services: Equity Policy, 1999:2).

This study investigated the role of transformation in the reform of policies in the provision, maintenance and education, training and development of personnel in the Department of Correctional Services: Pretoria Central Prison. A qualitative research method was used in the study. The study involved survey questionnaires, survey interviews, a review of the relevant literature on the research topic and observation.

The study shows that there has been an increase in the representation of blacks (coloureds and Africans) and women in the staff at Pretoria Central Prison. It is recommended that the Prison focus on increasing the representation of Indians and disabled persons to achieve the goals of transformation even further.

CONTENTS

CHAPTER 1: INTRODUCTION

1.1	Background	1
1.2	Frame of reference	4
1.3	Problem statement	5
1.4	Research questions	6
1.5	Objectives of the study	6
1.6	Research method	7
1.7	Sampling	8
1.8	Data collection or method of investigation	8
1.9	Limitations of the study	9
1.10	Structure of the Dissertation	10
1.11	Clarification of concepts	12
1.12	Conclusion	28

CHAPTER 2: THE NEED FOR TRANSFORMATION IN THE DEPARTMENT OF CORRECTIONAL SERVICES

2.1	Introduction	30
2.2	Background	31
2.3	An interim Government for South Africa in the short and medium term (1993 to 1994)	32
2.4	The institutional structures of government before transition	33
2.5	A basis for transformation in the Public Service	34
2.5.1	The need for a non-racial Public Service	34
2.5.2	The need for effective administration	35

2.5.3	A revised emphasis on prior qualifications and seniority	35
2.5.4	The opening of the Public Service for external applicants	36
2.6	Conclusion	36

CHAPTER 3: HUMAN RESOURCES PRACTICE WITHIN THE STRUCTURE OF THE DEPARTMENT OF CORRECTIONAL SERVICES

3.1	Introduction	38
3.2	Human resources in the Public Service	39
3.2.1	Human resource values	41
3.2.2	Human resources management and transformation in the new Public Service	41
3.2.3	A new framework for human resources management in the Public Service	42
3.3	Human resources planning in the Public Service	44
3.3.1	Planning for the disabled	47
3.4	Human resources planning in the Department of Correctional Services	49
3.4.1	Establishment of the Equity Directorate	50
3.4.2	Policy alignment	51
3.4.3	Broad representation	53
3.4.4	Mainstreaming gender issues	59
3.5	Disability Policy: Department of Correctional Services	60
3.5.1	Personnel retention	63
3.5.2	Resource allocation	64
3.6	Conclusion	64

CHAPTER 4: RECRUITMENT

4.1	Introduction	66
4.2	Recruitment in the Public Service	66
4.2.1	Determining personnel needs	66
4.2.2	Fields of recruitment prior to 1994	67
4.2.3	Limitations of recruitment	67
4.3	The need for further recruitment	67
4.4	Requirements for recruitment	68
4.4.1	Communication Medium	69
4.4.2	Match between the applicant and requirements of the job	69
4.4.3	Motivation to apply	70
4.4.4	Entry requirements	71
4.5	Recruitment policy	75
4.5.1	Policy guidelines on disability management	75
4.6	Principles of recruitment	76
4.7	<u>Employment Equity Act, 1998 (Act 55 of 1998)</u>	78
4.8	Considerations in recruitment	79
4.9	Conclusion	81

CHAPTER 5: SELECTION

5.1	Introduction	82
5.2	Selection methods	83
5.3	The selection process	83
5.4	Selection procedures	84
5.4.1	Recognising the applicant	84
5.4.2	Preliminary interview	85
5.4.3	Selection tests	85
5.4.4	Background investigation or reference checks	86
5.4.5	Physical examination	87

5.5	The interview as a selection technique	88
5.5.1	Planned interviews	89
5.5.2	Patterned interviews	89
5.5.3	Stress interviews	89
5.5.4	Panel interview	90
5.6	Factors to be considered in selecting applicants	91
5.7	Environmental factors for selection	91
5.7.1	Internal environmental factors	92
5.7.2	External environmental factors	93
5.8	Selection on merit	96
5.8.1	Job-related selection criteria	96
5.8.2	Fairness	98
5.8.3	Equity	98
5.8.4	Transparency	99
5.9	Selection in the Department of Correctional Services	99
5.10	Conclusion	102

CHAPTER 6:HUMAN RESOURCES MAINTENANCE

6.1	Introduction	103
6.2	Career development	104
6.2.1	Career planning	106
6.3	Promotion	107
6.3.1	Promotion policy in the Department of Correctional Services	112
6.3.2	Principles of personnel assessment	113
6.3.3	Identifying candidates who qualify for promotion	114
6.3.4	Abridged assessment procedure	115
6.3.5	Applicable experience	116
6.3.6	Types of promotion in the Department of Correctional Services	117

6.4	Transfer	119
6.4.1	Types of transfer	121
6.4.2	Transfer from the Department of Correctional Services to other Departments	123
6.5	Conclusion	124

CHAPTER 7: EDUCATION, TRAINING AND DEVELOPMENT OF PERSONNEL

7.1	Introduction	126
7.2	Training strategic objectives	127
7.3	Performance management for training and development	135
7.4	Human Resources Development Policy for the Department of Correctional Services	137
7.5	Training assistance	140
7.6	Training implementation strategy	142
7.7	Conclusion	142

CHAPTER 8: RESULTS OF THE STUDY

8.1	Introduction	144
8.2	Findings on demographic representativity	145
8.3	Educational background	152
8.4	Attitudes of the respondents to transformation	158
8.5	The recruitment of personnel to achieve representativity	159
8.6	The outcomes of transformation in the Department of Correctional Services	163
8.6.1	Equity strategy for the Pretoria Central Prison	166
8.7	Conclusion	174

**CHAPTER 9: POSSIBLE MODEL FOR THE IMPLEMENTATION
TRANSFORMATION IN THE PRETORIA CENTRAL
PRISON**

9.1	Introduction	176
9.2.	Transfers as an attempt to address inequalities	176
9.3	Gender balance	177
9.4	Disability balance	177
9.5	Training and development to achieve representativity	178
9.6	A Transformation Representativity Model	180
9.6.1	Steps taken to increase representativeness	180
9.7	Conclusion	182

CHAPTER 10: CONCLUSIONS AND RECOMMENDATIONS

10.1	Introduction	184
10.2	Research questions	184
10.3	Personnel provision	185
10.4	Personnel maintenance	187
10.5	Education, training and development of personnel	189
10.6	Recommendations	190
10.7	Areas for further research	192
10.8	Concluding remarks	192
	BIBLIOGRAPHY	194

LIST OF TABLES

Table 3.1	Objectives of the Equity Directorate	51
Table 3.2	Objectives of the Equity Policy	52
Table 3.3	Representation of racial groups by gender in 1998	54
Table 3.4	Representation of females by race in 1998	54
Table 3.5	Representation of gender and race in the management echelon	55
Table 3.6	Representativity in the Department of Correctional Services	57
Table 3.7	Achievement of representativity in top management as percentages	58
Table 3.8	Representativity targets for 2004	58
Table 8.1	Gender representation in 2000	146
Table 8.2	Racial representation in 2000	148
Table 8.3	Lack of availability of facilities for disabled persons per age groups	151
Table 8.4	Educational level and gender	153
Table 8.5	Education and racial groups	155
Table 8.6	Education and age groups	155
Table 8.7	Comparison of male and female attitudes to transformation	158
Table 8.8	Perception of respondents on ensuring representativity based on years of experience	160
Table 8.9	Responses to the advertisement of posts and promotion based on years of experience	162
Table 8.10	Outcomes of transformation for two age groups	164
Table 8.11	Management: Pretoria Central Prison (September 2002)	167
Table 8.12	Pretoria Central Prison, COI – COIII: Discipline	168

Table 8.13	Senior positions by gender and race	170
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LIST OF CHARTS

Chart 8.1	Gender representation (Pretoria Central Prison September 2000)	147
Chart 8.2	Racial representation by age group (September 2000)	149
Chart 8.3	Educational level by gender (Survey: Pretoria Central Prison, September 2000)	154
Chart 8.4	Educational level by racial group (Survey: Pretoria Central Prison)	156

LIST OF FIGURES

Figure 9.1	Transformation Representativity Model	180
Figure 10.1	Human resources activities	185
Figure 10.2	Personnel provision	185
Figure 10.3	Personnel maintenance	187
Figure 10.4	Education, training and development of personnel	189

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

The Department of Correctional Services operates as part of South Africa's Public Service. South Africa's public human resources policies have gradually been replaced by appropriate new policies to transform operations in the Public Service. It must be noted that some sources referred to by the researcher, especially policies, might not be recent or are currently being replaced with more appropriate legislation or policies. In some instances, draft policies were used in the initial data gathering and final policies were referred to later in order to update data later. The study commenced in 1998 and most of the literature referred to was published between the years 1994 and 2002.

In 1994 the Republic of South Africa held its first fully inclusive elections and the country has undergone constitutional transformation since 1994. Partially to allow these elections, the Interim Constitution of the Republic of South Africa 1993 (Act 200 of 1993) replaced the Constitution of the Republic of South Africa 1983 (Act 110 of 1983), which separated the Houses of Parliament according to racial groups. The Interim Constitution of the Republic of South Africa 1993 (Act 200 of 1993) led to the first democratic elections in South Africa in April 1994. After the elections, the tri-cameral system (the House of Delegates for Indians, the House of Assembly for Whites and the House of Representatives for Coloureds) was replaced by a bicameral system. The bicameral system consists of the National Assembly and the Senate, which serve the interests of all South Africans. The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) came into effect on 8 May 1996 and made provision for the National Council of Provinces, which replaced the Senate.

The four provinces (Transvaal, Cape Province, Natal and the Orange Free State) were demarcated into nine new provinces, to allow the integration of the TBVC states (Transkei, Bophuthatswana, Venda and Ciskei) and the self-governing states (Gazankulu, Ka-Ngwane, Kwandebele, KwaZulu, Lebowa and Qwaqwa). The TBVC states and the self-governing states were reinstated for the purposes of establishing a multicultural South Africa that does not discriminate on racial grounds. The new provinces in South Africa are now the Eastern Cape, the Northern Cape, the Western Cape, the Free State, KwaZulu-Natal, Mpumalanga, the Northern Province (now Limpopo), North West and Gauteng.

The need has arisen to transform and restructure the Public Service in order to integrate the TBVC states and self-governing states, getting them in line with the ethos of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), which is considered more democratic than previous constitutions. Similarly, the transformation of human resources activities is essential to enable the Public Service to fulfil its role of service delivery to all citizens within the newly established democracy. This need arose as a result of ineffective, discriminatory and inefficient human resources practices in the Public Service of the past. The White Paper on the Transformation of the Public Service (1995) sets out a comprehensive framework for change that is in line with the principles of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). The principles contained in the 1996 Constitution stipulate that good human resources management and career-development practices must maximise human potential in the country. Furthermore, the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) stipulates a public administration that is broadly representative of South African demography. The Public Service should implement employment and personnel practices based on ability, objectivity, fairness and the need to redress the imbalances of the past.

The Constitution of the Republic of South Africa 1996, (Act 108 of 1996) and the White Paper on Human Resource Management in the Public Service, 1997 stipulate the principles of change that prioritise human resources development in the process of transformation.

Furthermore, the White Paper on the Transformation of the Public Service (1995: 63) also implies that representativeness and human resources development are priorities in the process of transformation. Prioritising human resources development is in line with the ethos of a democratic state.

The ethos of democracy can be practised through reformed human resources activities to create a platform for rendering equitable services to all South African citizens. To achieve equal employment opportunities, every designated employer must implement affirmative action measures for the designated groups, namely blacks, women and the disabled, in terms of Section 13 of the Employment Equity Act, 1998 (Act 55 of 1998). Section 15 of the Act stipulates that “suitably qualified people from the designated groups must have equal employment opportunities and be represented in all occupational categories and levels in the workforce of a designated employer”.

In providing and maintaining human resources based on equal employment opportunities, increased representation can be achieved. According to the White Paper on the Transformation of the Public Service (1995: 63), a number of steps need to be taken to increase representativeness in the Public Service. The focus of this study is on the three steps stipulated by the White Paper on the Transformation of the Public Service (1995) that need to be taken in order to increase representation in the Department of Correctional Services. The **first** step that needs to be taken in order to increase representation is to replace discriminatory laws that affect the Public Service. The **second** step is to increase representation by introducing reform procedures for recruitment, selection, and promotion. The **third** step is to improve the attitudes of employees towards transformation.

Hence, in addition to aspects stipulated in the White Paper on the Transformation of the Public Service (1995), the study further investigates human resources training and development, transfer and promotion as human resources activities.

The White Paper on Human Resource Management in the Public Service (1997:25) stipulates that increased representativeness in the Public Service is essential to implement effective government and to achieve South Africa's democratic, economic and social goals. Blacks, women and persons with disabilities, irrespective of race or gender, were seldom found in any positions of influence, within the Public Service (White Paper on the Transformation of the Public Service (1995: 52). South Africa's history has also shown the importance of representativeness based on racial factors.

A cornerstone of transformation in the Public Service is effective and strategic management of human resources, since commitment and effectiveness result from the way in which human resources are managed and motivated. The Public Service is a career service and it offers opportunities for development and advancement through improved performance and career management. The removal of unnecessary barriers between occupational groups will increase opportunities for them to compete for positions at higher levels. People are the Public Service's most valuable assets (White Paper on the Transformation of the Public Service (1995: 53). One aim of this study is to reveal the results of transformation in order to increase representativeness in the Department of Correctional Services, in the Pretoria Central Prison.

1.2 FRAME OF REFERENCE

This dissertation investigates the role of transformation in the provision and maintenance of personnel in the Pretoria Central Prison, which is one of six prisons in the Department of Correctional Services: Pretoria Prison.

The five prisons that are not investigated are C-Max, Local, Female, Atteridgeville and Juvenile. Qualitative research was conducted to investigate the role of transformation in the provision and maintenance of personnel at the Pretoria Central Prison.

The main focus was the role played by transformation in selected human resources activities and making recommendations on problems arising in the process of transforming human resources policies in the Pretoria Central Prison. The study may assist the Area Manager, the Head of the Prison, the Head of Personnel and Officers in the Pretoria Central Prison to implement policies related to transformation and to make the management of the prison aware of any transformation needs that have been overlooked. In addition to the above, this study encourages further research on the challenges faced by designated groups, that is blacks, women and the disabled, in the staff of the Pretoria Central Prison.

The investigation was limited to the Department of Correctional Services, Pretoria Central Prison. The Pretoria Central Prison consists of four penal sections (Medium A, B, C and Outside Custody). The study focused on the management of human resources activities within all four sections of the Prison.

1.3 PROBLEM STATEMENT

The problem that prompted the study was that the Department of Correctional Services was not representative of South African demography. In filling senior positions, preference was given to white males. Blacks, women and the disabled were rarely considered for senior positions.

The Department of Correctional Services is currently faced by the challenge of changing its personnel profile to be representative of the South African demography and to adhere to the National Equity Plan stipulated in the Employment Equity Act 1998 (Act 55 of 1998) and the Pretoria Central Prison: Equity Plan of the Department of Correctional Services, (2002).

This study investigates the role of transformation in the provision and maintenance of personnel in the Pretoria Central Prison, with the focus on using human resources activities to achieve representativeness in terms of the South African demography.

1.4 RESEARCH QUESTIONS

This research dissertation specifically investigates the staff composition of the Pretoria Central Prison and its representativity of the South Africa's demography. The study is intended to answer research questions raised by the problem statement. The key research questions are the following:

- i. Can transformation play a role in human resources management activities?
- ii. What role can transformation play in the provision of personnel?
- iii. What role can transformation play in the maintenance of personnel?
- iv. What role can transformation play in the education, training and development of personnel?

1.5 OBJECTIVES OF THE STUDY

The objectives of the study were to investigate the role of transformation in the provision and maintenance of personnel in the Pretoria Central Prison. The following issues were investigated by the study:

- i. Is there a need for transformation in the Department of Correctional Services?

- ii. Has the Department of Correctional Services responded to statutory regulations influencing transformation in the provision and maintenance of personnel?
- iii. What is the role of transformation in reforming the provision and maintenance of personnel in the Department of Correctional Services?
- iv. Is personnel in the Pretoria Central Prison is representative of South African demography in terms of race, gender and the disabled?

Key aspects investigated were recruitment, selection, promotion, transfers and training and the development of personnel in order to achieve broad representation of South African demography.

1.6 RESEARCH METHOD

A qualitative research methodology was used in this study in order to obtain results as indicated in Chapter 8, reflected in charts and tables. The study involved a literature survey relevant to the research topic and the development of survey questionnaires. Survey interviews and survey sampling were also done. In some instances, observation was used to obtain the stated objectives, for example, to ascertain the suitability of structures for disabled and female employees.

In order to achieve the objectives of the study, the survey was conducted during the last quarter of 2000. A well-structured questionnaire was used to collect data from key role players in the rehabilitation of prisoners. The questionnaire had 35 questions. Questions 1 to 8 covered the personal data of respondents and they were provided with a minimum of two to a maximum of five options to tick the relevant answer. Respondents were further required to tick a “yes” or a “no” or to state whether they agree or disagree on progress in the transformation process.

Unstructured interviews with senior personnel were held between March 2001 and September 2002. The purpose of the unstructured interviews was to verify the data obtained from officials and to gather more data, especially where junior officials could not provide information or were not clear in certain instances. Unstructured interviews provided room for flexibility and for gathering more information that could be relevant as the interview unfolded.

The survey produced 64 self-completed questionnaires. Questionnaires were sent to 319 members of personnel employed in September 2000, in the Pretoria Central Prison, which is a response rate of 21%. Relevant literature was reviewed to keep abreast with current policy needs and explore problems investigated by other researchers. Recent journals, books, conference reports, Acts of Parliament and policies relating to transformation were consulted.

1.7 SAMPLING

The sample was limited to 64 key role players in the rehabilitation of prisoners who returned questionnaires in the Pretoria Central Prison. The information that was collected was based on education, employment background, age, years of experience, gender, race, attitudes and perceptions towards transformation.

1.8 DATA COLLECTION OR METHOD OF INVESTIGATION

As stated above, data was collected through interviews and survey questionnaires. The researcher drew up a questionnaire with the assistance of the Department of Information Technology and Research Support, University of Pretoria. The Liaison Officer from the Department of Correctional Services was appointed to assist in obtaining the relevant information for the study. Published and unpublished literature and official documents of the Department of Correctional Services and government publications were also used.

Furthermore, the study gleaned information from news bulletins, journals, seminar presentations and workshop reports relevant to the study.

Since the research was conducted for the purposes of obtaining an academic qualification, only the researcher was involved in conducting the interviews and collecting questionnaires.

1.9 LIMITATIONS OF THE STUDY

This study has a number of limitations:

Firstly, the study is valid for a particular time frame, that is the period from 1994 when the process transformation started, to the end of 2004, yet the process of transformation may still not be complete by then.

Secondly, out of 319 staff members in the Pretoria Central Prison, only 64 responded. The low response rate of 21% resulted in a problem in drawing generalisable conclusions.

Thirdly, the challenges and opportunities faced by Historically Disadvantaged Groups when they were appointed to senior positions in the Pretoria Central Prison were not addressed. The study mainly focused on the role of transformation in increasing demographic representativeness, based on three steps discussed in Chapter 9 of this study. The scope of the study also excluded an investigation on the role of transformation in effective and efficient service delivery in the Pretoria Central Prison.

Finally, the role of transformation was not investigated in the entire Pretoria Prison, but only in one prison out of six. The prisons excluded by the study in the Pretoria Prison were C-Max, Local, Female, Atteridgeville and Juvenile Prison. Therefore, a balanced conclusion may not have been reached.

1.10 STRUCTURE OF THE DISSERTATION

The outline of the dissertation is set out below:

Chapter 1 comprises the introduction. It introduces the reader to the study by setting out the frame of reference, the problem statement, research questions, and the objectives of the study, the method of research, sampling, data collection and limitations of the study. Finally, concepts are also defined.

The need for transformation is discussed in **Chapter 2**, which covers sub-topics such as background on transformation in South Africa, the interim government, institutional structures before transition and a basis for transformation in the Public Service.

Chapter 3 of the study focuses on the human resources practices in the Department of Correctional Services. Human resources in the Public Service, human resources planning and the disability policy of the Department of Correctional Services are discussed in the chapter.

Chapters 4 and 5 of the study focus on two aspects relating to the provision of personnel. The human resources aspect discussed in **Chapter 4** is recruitment, covering a need for recruitment in the Public Service, the requirements for a recruitment policy, the influence of the Employment Equity Act, 1998 (Act 55 of 1998) and considerations for recruitment.

The aspect under the provision of personnel discussed in **Chapter 5** is personnel selection. Topics covered are methods, processes, procedures, techniques and factors to be considered in selecting applicants. The chapter concludes by describing factors of selection and selection on merit.

Chapters 7 and **8** of the study look at the maintenance of personnel in the Public Service. Career Development and the promotion of personnel are discussed in **Chapter 6**. The chapter emphasises promotion on merit rather than on seniority, as established by the White Paper on Human Resource Management in the Public Service (1997). It looks at promotion criteria before 1994, the basis for promotion and the reasons for promotion. Furthermore, **Chapter 6** discusses types of transfers in the Public Service and transfers in the Department of Correctional Services.

Education, training and development are discussed in **Chapter 7** of the study. The chapter highlights the strategic objectives of training, performance management for training and development, human resources development policy and learning principles in the Department of Correctional Services. The chapter concludes with comments on the training assistance and the implementation of the training strategy in the Department of Correctional Services.

The results of the investigation on the role of transformation are set out in **Chapter 8** of the study. The results cover the responses of personnel, the representation of personnel in the prison, educational background and the attitudes of employees towards transformation. The chapter concludes with how personnel is recruited to achieve demographic representativeness in the prison in terms of South African demography and the outcome of transformation in achieving broad representativity among personnel.

Chapter 9 summarises the role played by transformation in addressing inequalities through transfers and gender and disability balance. The chapter also discusses recruitment and training and the development of personnel to achieve a broad representation of the country's demography. Furthermore, the transformation representativity model is discussed.

Chapter 10 is a conclusion to the preceding chapters and answers the research questions posed in the problem statement in the **Chapter 1**, about the role of transformation in the provision and maintenance of personnel. The study concludes by indicating the contributions of the research to the study track of Public Human Resources Management, makes recommendations and suggests areas of further research.

1.11 CLARIFICATION OF CONCEPTS

This section of the study clarifies concepts that are used in the study and relate to aspects of the provision, maintenance and education, training and development of personnel. In defining these concepts, it is important to start by clarifying the provision and maintenance of personnel. The education, training and development of personnel are subsequently defined.

The provision of public personnel refers to the acquisition of effective and efficient public services through the aid of well-trained, motivated and professional personnel (Cheminais, Bayat, Van Der Waldt and Fox, 1998:115).

Provision of public personnel in the context of transformation refers to the acquisition of trained and potential personnel on a non-racial basis whilst achieving a balance in terms of race, gender and the disabled. This provision should assist in the motivation of personnel to ensure effective and efficient service delivery.

Personnel maintenance refers to activities related to retaining personnel within the Public Service (Cheminais *et al.*, 1998:168). Cheminais *et al.* (1998:68) add that many traditional works on public personnel regard activities such as personnel retention, development and termination of service as being related to personnel maintenance.

In this study, the discussion of personnel maintenance focuses on promotion and transfers of service. The maintenance of personnel in the context of transformation refers to the retention of motivated personnel.

This motivation should be based on planned training and development programmes, proper termination of service arrangements and the promotion of staff from all walks of society to senior and middle positions. All these policies must be sensitive to the needs of the disabled, to gender and to the requirements of a non-racial Public Service, which is representative of all the population groups in South Africa.

The activities associated with the provision and maintenance of personnel are defined below:

i. Human resources planning

The next section of the study defines human resources planning based on the views of selected authors. **Firstly**, Sherman and Bonloder (1996:156) state that human resources planning is “the process of anticipating and making the provision for the movement of people into, within and out of the organisation”.

Secondly, Andrews (1997:49) defines human resources planning as a continual process, whereby personnel managers and other planners predict the demand for human resources, draw up programmes to supply that demand, and relate the effectiveness of the plans to the global realisation of the institution.

A **third** view is explained by French (1994:129), who defines human resources planning as the “process of evaluating the organisation’s current and future human resources needs in terms of organisational objectives, and taking active steps to ensure that a competent, stable personnel corps is employed in the organisation”.

Fourthly, Cascio (1995:142) defines human resources planning as “an effort to anticipate future business and environmental demands on an organisation, and to provide qualified people to fulfil that business and satisfy those demands”.

Fifthly, Kruger, Smit and Le Roux (1996:256) regard human resources planning as a process of identifying human resources needs, strategies and philosophies in order to determine organisational plans. Human resources planning must ensure that the appropriate skills are available at the right time to occupy the right place in the organisation. A match between the objectives and the strategies of an organisation is important.

Gerber, Nel and Van Dyk (1998:77) express a **sixth** view. They define human resources planning as a process which ensures that the correct number of employees, of the right kind are available to the organisation, in the right place and at the right time. Gerber *et al.* (1998:77) also point out that the process of human resources planning requires a detailed analysis of current and future circumstances, to ensure that an organisation has the right number of employees with the right skills to be able to do work required. In a proper human resources plan there must be a balance between the organisation’s need for productive employees on the one hand and employees, need for personal job and career satisfaction on the other hand.

According to the White Paper on Human Resource Management in the Public Service (1997:30), the purpose of a human resources plan is to ensure that an organisation’s human resources are capable of meeting the organisation’s operational objectives. Human resources planning can ensure that the requirements with regard to the quality and quantity of staff and the optimum use of human resources are met. It anticipates and manages surpluses and shortages of staff and develops a multi-skilled, representative and flexible workforce, which enables the organisation to adapt rapidly to a changing operational environment.

The **seventh** definition of human resources planning held in the study is taken from the White Paper on Human Resource Management in the Public Service (1997:30).

Human resources planning is defined as a process of assessing a demand for human resources, assessing the existing human resources in the organisation and making a plan to fill the gap between the existing human resources and the future demand for human resources, taking into consideration the financial resources available.

In view of the above, it may be concluded that human resources planning in the context of transformation is a process of anticipating the future demand and supply of staff in the organisation, by assessing the present human resources capacity in order to develop a strategy to bring about change. The strategy will ensure that both the quality and quantity of the staff required to bring about social and economic equity and the representation of members of all races, both genders and the disabled.

In brief, human resources planning refers to planning for the provision of human resources for the future, that is, to make the demand and to use the supply of human resources. An organisation must know what the demand for human resources in the coming years will be and must redeploy staff where necessary. Planning is important for both recruitment and the termination of services of some personnel.

ii. Human Resources Management

Human resources management is “the extension of the traditional requirements of personnel management, which recognises the dynamic interaction of personnel functions with each other and with the strategic planning objectives of the organisation” (Sherman and Bonloder, 1996:4).

In the Public Service, the management of human resources is usually seen as a task to be performed by the personnel administration component.

The choices made by Public Personnel Administration have often in the past been seen as unfair and as a barrier to effective human resources control. The management of people will in future require personnel administration units to be transformed to human resources units, for the purposes of professional support and guidance to management, in terms of the White Paper on Human Resource Management in the Public Service (1997:55).

Personnel Administration in the context of transformation will mean a shift from old style Personnel Administration to the new style of Human Resources Management. The old style of Personnel Administration was considered to be a component of administration and central rules and prescription, compliance with central rules. Line managers had little responsibility and that was uniformly applied, according to the White Paper on Human Resource Management in the Public Service (1997:57).

A new style of human resources management must be aimed at developing, retraining and re-orientating employees and managers to undertake new roles within the broad principles of democracy. Human resources management should also provide professional advice and guidance, while giving more responsibility to line managers to manage, according to the White Paper on Human Resource Management in the Public Service (1997:58).

iii. Recruitment and selection

Boase (1997:49) considers recruitment to be the first step in the process of filling a vacant post, that is, “sourcing a pool of possible candidates”.

He considers selection to be the second step in the employment process whereby the “right” person is selected for the right job. Selection reduces the number of applicants to a suitable short list.

Cheminais, Bayat, Van der Waldt and Fox (1998:128) also consider recruitment as the first step in the employment process. They consider the Public Service to be the largest employment sector in the South African economy, attracting many job seekers. This may mean a need to match people to a similar number of vacant posts.

Andrews (1997:97) states that “recruitment refers to the personnel function which is carried out to obtain sufficient applicants for vacant positions, so that a differentiation may be made between applicants who possess the qualifications required for a specific position and those who do not”.

Kruger, Smit and Le Roux (1996:256) mention that recruitment refers to “the identification and attraction of a qualified pool of applicants”. Out of a pool of applicants, particular personnel are hired when they match the skills needed for a job. Kruger *et al.* (1996:256) also distinguishes between external and internal staffing. Internal staffing refers to the recruitment of people currently employed by the organisation, while external staffing is recruitment outside the organisation.

Cheminais *et al.* (1998: 31) consider recruitment to involve a search for and the attraction of suitable candidates to an organisation. The process involves prospective employers, the job seekers and candidates who are already employed or ones who are unemployed.

In the light of the above definitions, one can conclude that recruitment is a process of attracting candidates with the requisite technical skills to a vacant post within an organisation, with the aim of bringing about equity in terms of race, gender and disability.

Recruitment in the context of transformation means both external and internal recruitment. Internal recruitment allows those who are already employed an opportunity to be recruited to senior and middle management positions in the Public Service. The focus may be on graduates and diplomates from Universities and Technikons who have the potential to do the job, but who have previously been denied employment opportunities because of their race, gender or disability (Cloete, 1995:86).

Human resources must be recruited to achieve a representative management profile of all-racial groups. Retraining and the development of appropriate personnel already in leadership positions is also needed. The objectives of recruitment in the context of transformation must be to make the Public Service representative of all the population groups in South Africa (Cloete, 1995:86).

It can be inferred from the above definitions that there is a need to recruit people in a changed Public Service. Recruitment means to attract applicants both internally and externally to apply for posts in the Public Service, with the aim of achieving representativity of all members of society as well as effective and efficient service delivery. In the process of recruiting applicants, there should be no discrimination due to any reservation of senior and middle posts for a particular racial group, or gender or due to neglect of the disabled.

“Selection involves the choice, from a pool of candidates who, according to the judgement of a selection panel, best meet the given job requirements” (Gerber, Nel and Van Dyk, 1998:93). It can be inferred from the above definitions of selection that selection is the process of making a choice of all the candidates who have applied for the post, based on the judgement of whether a candidate fits the requirements of the advertised post.

Furthermore, human resources selection must be based on proper attention to the criteria set for the job, not exceeding the technical and administrative requirements of a post. People must also be recruited based on the principles of democracy in order to avoid race-based human resources selection.

iv. Education, training and development

According to Van Dyk, Nel & Loedolff (1999:60), education may be defined as those activities which develop the knowledge, morals, values and understanding required in all walks of life rather than knowledge and skills relating only to a limited field of activity. According to Van Dyk *et al.*, (1999:147), education may include the concept of training and development.

According to Andrews (1997:134), “education is aimed at a broadening of general knowledge so as to define specific phenomena and to understand them”. Education takes place at academic institutions before employment, in order to make individuals receptive to the working environment on the one hand and to prepare them for training on the other hand (Andrews, 1997:134).

According to Ruth (1997:28), training, unlike education, is the process of instilling employees with skills, in other words, to train is to equip an employee with skills that will enable that individual worker to perform a particular task.

Training can be provided to existing staff when there is a need to implement change within an organisation. An institution of higher learning can offer training in conjunction with the employer. The training of new recruits can be done through apprenticeship, co-operative training or internship. Apprenticeship can be regarded as a system of training to a newcomer in the industry via the guidance of instructions and supervision, on the job and off the job, with regard to both practical and theoretical aspects (Sherman and Bonloder, 1996:243).

According to Sherman and Bonloder (1996:244), co-operative training is a combination of job practice and formal education classes. Sherman and Bonloder (1996) also support internship programmes that are jointly sponsored by colleges, universities and other organisations that offer students opportunities to gain real life experience, while allowing them to find out how they will perform in work organisations.

Van Dyk *et al.* (1999:148) define training as “a systematic process of changing the behaviour and/or attitudes of people in a certain direction to increase goal achievement within the organisation”. Lard (1978:9) in Van Dyk (1999:148), defines training as “an experience, a discipline, or regime which causes people to acquire new predetermined behaviours”.

Warren (1979) in Van Dyk *et al.* (1999:148) regard the mission of training as being “about the behavioural changes required to meet goals”. Andrews (1997:133), states that training takes place after the process of employing an individual within an organisation, with the aim of applying knowledge, developing specific behavioural patterns within an organisation, as well as the attitudes and motives to realise a particular goal.

Kruger, Smit and Le Roux (1996:252) define training and development concurrently. Kruger *et al.* (1996:252) write that training and development are aimed at ensuring that employees have key competencies not only for current jobs but also for future jobs that employees aspire to do. The training and development function includes career management to ensure that both the long-term and short-term objectives of an organisation are matched with employees' career aspirations.

Kruger *et al.* (1996:255) describe training in South Africa as a function that equips the employee for the current job, while development equips employees to aspire to more demanding future positions.

In drawing their conclusions, Kruger *et al.* (1996:255) consider training and development to be a planned learning experience aimed at ensuring that employees are able to fulfil specific tasks either immediately or in the future.

Andrews (1997:134) considers development to be “a continuation of education and training for the purpose of gaining satisfactory experience and skills as well as the correct attitude in order to be admitted to the highest managerial positions”.

There are three types of training, namely orientation training, proficiency training and the training of instructors. The types of training are described below:

Orientation training is the process of familiarising a new recruit to the environment, culture, attitudes and objectives of an organisation. Proficiency training takes place after the recruit has assumed his/her duties, but it has to be preceded by orientation training. It helps recruits to apply the knowledge they have acquired in practice. Training of instructors involves a process whereby practitioners in the field are offered training in order to educate other employees. The process means that they are stimulated and aided, given organised material and taught public speaking and presentation skills (Andrews, 1997:135).

To summarise the different definitions of education for the Public Service one can say that education takes place outside an organisation, that is, at institutions of higher learning, to prepare people for future employment opportunities.

Education involves teaching in a number of subjects chosen or set in the curriculum; for example, a student registered for a National Diploma in Public Management registers for major subjects and relating support subjects.

Unlike education, training provides employees with a skill to perform a specific task and normally the same procedure is followed in performing the task.

In conclusion, the study focuses on co-operative education, which is a programme that formally integrates a student's academic studies with work experience in participating employer organisations (Tshwane University of Technology, Garankuwa, 1999).

Both training and education can assist an organisation to achieve specific goals. Training is a narrower concept than education. Unlike in education, a person who is being trained receives instructions and practical guidance. Education provides a learner with a broader knowledge to perform tasks. Training and education can bring about a change in a person's behaviour, towards a positive behaviour to achieve organisational goals. An educated person can use knowledge to bring about change while a trained person can use skills that he/she has acquired to improve his or her performance within an organisation.

v. Transfer

Transfer is defined as the movement of an employee from one position to another at the same work level whilst maintaining the same salary scale. A transfer may take place with or without geographical implications and the move is horizontal (Andrews, 1997:195).

According to Cheminais, Bayat and Van der Waldt (1998:94), transfer is the occurrence of employee mobility that contributes to the concept of administrative flexibility.

Lateral transfer is the rotation of employees between different jobs within their departments and within the wider Public Service, according to the White Paper on Human Resource Management in the Public Service, (1997:20).

In conclusion, transfer may either be lateral or horizontal. Lateral transfer takes place at different jobs and can be within the wider Public Service, while horizontal transfer takes place within the same department. In a nutshell, lateral transfer is wider in scope than horizontal transfer, since there is no rotation taking place at different job levels.

Transfer in the context of this study mainly involves the mobility of personnel from the departments that were rationalised with the integration of the Public Service of the former TBVC states and the self-governing states, or to achieve equilibrium and representativity of South Africa's demography.

vi. Promotion

According to Andrews (1997:200), promotion is the movement from one position to another. The position might be of a higher rank than the current one, or it might imply more status, responsibility and/or a higher salary.

According to the White Paper on Human Resource Management in the Public Service, (1997:40) "Promotion is defined as the progression from one position to another position at a higher level, and not to incremental advancement within the current grade".

In the light of the above definitions, promotion may be said to be the movement from a lower position to a higher position. In the light of the transformation taking place in the Public Service, seniority in terms of service must no longer be a priority for a person to be promoted, but employees must compete for a position at a higher level.

It is promotion in the light of transformation that provides opportunities for those who were deprived of promotion to senior positions by the segregation before 1994 that is relevant for this study.

Competition for a senior post should lead to the appointment of a candidate with the skill and the expertise required by the Public Service for effective service delivery. Therefore, promotion is the movement from a lower level to a senior position based on the outcome of an interview or selection process.

vii. Transformation and transition

Transition is an act of changing from one state to another. In the period after the release of Dr Nelson Mandela from prison on 2 February 1990, South Africa went through a period of transition. White South Africans held a referendum in 1993 and voted for change in response to instability and sanctions (Rosen, 1997:68).

“The word transformation started to be on the lips of bureaucrats, academics and politicians, in South Africa after the year 1994” (Rosen, 1997:68). Transformation refers to complete change in a form of government (Rosen, 1997:68).

Within the context of the study, transformation means a change in the form of government, from a segregated system to a democratic state. The new democratic form of government has led to a change in ways in which government departments operate.

viii. Career development

A career refers to advancement, a profession, a lifelong sequence of work experience and a lifelong sequence of role-related experience (Schreuder and Theron, 1997:14).

According to Du Toit, Knipe, Van Niekerk, Van der Waldt and Doyle (2002:177), a career is a sequence of work-related activities experienced by employees related to their movement within the hierarchy, the acceptance of more challenging responsibility and an increase status.

Career Management is considered to be the shared responsibility of the employer and the employee, in the sense that the employer needs to take the primary responsibility and that the employee needs to support the employer. It is through Career Management that an employee can obtain self-knowledge, work knowledge, develops career goals and strategy and obtains feedback. In turn the employer must give support by providing career planning training, and providing services and facilities for career development purposes (Schreuder and Theron, 1997:16).

It can be deduced from the above definitions that Career Management may be important for achieving the goal of transformation in the Public Service. Those who are employed from the Historically Disadvantaged Groups must be developed to match the standards of whites, particularly white males, who had more opportunities before democracy. Those who were discriminated against can advance their professionalism and experience through Career Management. It is mainly through Career Management that members of Historically Disadvantaged Groups can achieve employee mobility to senior managerial positions.

In the context of this study, Career Management is regarded a tool to advance vertical and horizontal mobility for the Historically Disadvantaged Groups to achieve the goal of transformation by obtaining work, and self-knowledge and meeting career goals.

ix. Race

Pearsall (1999:1178) defines race as each of the major divisions of humankind, based on distinct physical characteristics.

Mello (2001: 373) adds that race was a salient feature which was used in the past to differentiate one person from the other in the South African workforce. Racial differences resulted from employees' ethnic differences (being white or black).

In the context of the study, it must be noted that state departments must now take measures to recruit people of a particular race or ethnic group that have been discriminated against in the past. Hence, there should be fair guidelines for recruitment practices (Van Dyk, Nel, Loedolff and Haasbroek, 2001:377).

South African history demonstrates discrimination against blacks. Black South Africans did not enjoy equal employment opportunities like whites did. In a democratic South Africa in transforming the Public Service, black and white people must have equal employment opportunities.

x. Blacks and whites

The term “black” relates to “a human group having a dark-coloured skin, especially of African colour” (Pearsall, 1999:140). Blacks were discriminated against by law or tradition, politically, economically and socially (Biko, 2000:48).

Before the introduction of democracy in South Africa, blacks were discriminated against; they were not given equal employment opportunities similar to those enjoyed by their white counterparts. Whites, unlike blacks, are “a human group having light coloured skin, especially of European ancestry” (Pearsall, 1999:1631). White South Africans were given employment opportunities and given decision-making roles, unlike blacks (Van Dyk *et al.*, 2001:364).

xi. Historically Disadvantaged Groups or Designated Groups

The term Historically Disadvantaged Groups or Designated Groups refers to black people, women and people with disabilities (Van Dyk *et al.*, 2001:364).

The goal of transformation is to ensure that all South African citizens enjoy equal employment opportunities.

xii. Gender

Gender refers to the state of being a male or a female while, the term “sex” refers to biological differences between a male and female. “Gender refers to the economic, social and cultural role, behaviours, attributes and opportunities which are associated with being male or female” (Van Der Waldt, Van Niekerk, Doyle, Knipe and Du Toit 2001:57). Such differences were traditionally used to justify male-dominated societies. “The history of South Africa discriminated against women by employing them in inferior and secondary roles in the Public Service”(Van der Waldt *et al.*, 2001:57).

In a democratic South Africa, there is a growing interest in women’s rights. There are also demands for the amendment of Public Service policies to accommodate women in the workplace. The Bill of Rights and Equal Employment Act, 1998(Act 55 of 1998) now protects women’s rights (Van Der Waldt *et al.* 2001:170).

Chapter 2 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) consisting of the Bill of Rights, and the Employment Equity Act, 1998(Act 55 of 1998), females must be given equal employment opportunities to males.

It must not be like in the past, when women were not employed in role positions and decision-making positions. Black women in particular must be given distinct opportunities, since they were deprived employment opportunities more than white women were. Black women must access meaningful decision-making roles and participate in the Public Service (Van der Waldt *et al.*, 2001:170).

xiii. People with disabilities

The Department of Correctional Service subscribes to the definition of people with disabilities contained in the Employment Equity Act, 1998 (Act 55 of 1998).

The Employment Equity Act, 1998 (Act 55 of 1998) defines persons with disabilities as “people who have a long-term or recurring physical or mental impaired which substantially limits their prospect of entry into, or advancement in, employment”.

The commitment to the realisation of equity regarding persons with disabilities is demonstrated by section 9 (3) of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). Section 9(3) states that “the state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic, or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth”.

In the context of the study, the Public Service had to take appropriate steps to employ disabled individuals to achieve a 4% target of persons with disabilities by 2004. Steps had to be taken to ensure that the disabled work in a favourable and conducive environment based on their abilities to render services. In order to achieve representativity of the disabled, the Public Service needed to modify facilities to suit the disabled. The facilities had to be accessible and equipment must be suitable to be utilized by the disabled. Training materials had to be adjusted to suit the blind and qualified readers and interpreters had to be employed for those who are deaf and dumb (Wright and Noe, 1996:243).

1.12 CONCLUSION

The main aim of the chapter was to introduce the reader to the study. It consists of an introduction and background to the study, and sets out the problem statement, the frame of reference, and the research questions, the objectives and the limitations of the study.

Furthermore, the method of research and an outline of the dissertation are provided to give the reader a sense of what the study entails. The chapter concludes with an overview of relevant concepts which form the basis for the argument in subsequent chapters and give the reader a clear understanding of the concepts used in the study.

CHAPTER 2

THE NEED FOR TRANSFORMATION IN THE DEPARTMENT OF CORRECTIONAL SERVICES

2.1 INTRODUCTION

The 1994 elections heralded the advent of fully inclusive democracy in South Africa. It was obvious that the South African Public Service would need to be transformed to be in line with the ethos of a democratic state, as provided for by the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). Various organisations and members of society made an input on ways to transform the South African Public Service. The New Public Administration Initiative (NPAI) Conference and the World Bank Conference in 1993 had already focused on new strategies to transform the South African Public Service (Cloete and Mokgoro, 1995:1). The Public Service in South Africa was considered to be the starting point for the process of transformation.

In a democratic state there should be equity; development and societal values should be given priority. The Public Service needed to be transformed in order to make it non-racial and to change it into an effective and efficient entity for the benefit of all South Africans. Blacks, women and the disabled had been the least recruited candidates during the previous dispensation, as preference had been given to recruiting mainly white males. In this chapter the background and need for transformation in the Public Service in general and Department of Correctional Services in particular are discussed.

2.2 BACKGROUND

Immediately after the 1994 elections, the transformation of the Department of Correctional Services focused entirely on safe custody and the humane treatment of offenders. “This was as a result of the human rights culture brought by the new democratic dispensation and the re-integration into the international community as a country”, according to the Mvelaphanda document of the Department of Correctional Services (2002:4). However, humane treatment of offenders is not possible without the help of the men and women who are the key role players in the rehabilitation of prisoners. The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) and the White Paper on the Transformation of the Public Service, (1995) consider human resources development to be the starting point for transformation in the Public Service. According to the Mvelaphanda document (2002:4), progressive management and personnel training can help to achieve human resources development, since they are considered to be the foundations of successful service delivery and the commitment of the Department of Correctional Services.

Successful service delivery needed to be achieved by the amendment of legislation so that the law did not continue to discriminate against blacks, women and the disabled. In 1990, discriminatory prison regulations were amended and this change led to the abolition of apartheid in the prison system. Only in 1993 were employees in the Department of Correctional Services allowed to belong to trade unions. This shift was the result of pressure from the Government to protect Public Service employees from unfair labour practices in the Department of Correctional Services, according the 1999 Annual Report (Department of Correctional Services Annual Report, 1999: XI).

The achievement of a human rights culture would have been impossible if recruitment had not been reformed. Reformed recruitment activities were also impossible within an apartheid environment; as a result, prison legislation was amended to abolish the segregation system, which allowed different training for different racial groups.

In order to transform the methods of operation in the Public Service, there was also a need to instate an interim government to allow political transformation and joint power sharing and responsibility. The establishment of such an interim government is discussed in the next section.

2.3 AN INTERIM GOVERNMENT FOR SOUTH AFRICA IN THE SHORT AND MEDIUM TERM (1993 to 1994)

The establishment of an interim government in South Africa came about on the basis of the Interim Constitution of the Republic of South Africa, 1993 (Act 200 of 1993), which led to political power-sharing and joint responsibility. In forums held to discuss political power sharing and joint responsibility, it was realised that there was a need for new policies and legislation that would ease the process of transformation in the South African Public Service (Cloete and Mokgoro, 1995:1).

There was a need to establish policy and legislation that would enhance the administrative process of transformation in South Africa. The existing Government structures did not suit the ethos of a democratic South Africa; there was therefore a need for new legislation to support the process of transforming the Public Service. A process was therefore established whereby policies and legislation to support the process of transformation were introduced in South Africa. Some of the policies and legislation that influenced the process of transformation in the Department of Correctional Services are the following:

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), the White Paper on the Policy of the Department of Correctional Services in the New South Africa (1994); the White Paper on Human Resource Management in the Public Service (1997); White Paper on the Transformation of the Public Service, (1995), the Public Service Act, 1994 (Act 103 of 1994) and the Correctional Service Act 1998 (Act 111 of 1998).

2.4 THE INSTITUTIONAL STRUCTURES OF GOVERNMENT BEFORE TRANSITION

The institutional structures of government were rationalised for four main reasons due to the following:

- a) The duplication of structures in the former self-governing states, the TBVC states and the Central Government in South Africa was considered too costly.
- b) White males dominated the Central Government's Public Service, while experienced blacks were only employed in the former self-governing states and TBVC states.
- c) The number of trained black public servants was lower than that of white public servants.
- d) The Public Service was bloated and there was a need for restructuring (Cloete and Mokgoro, 1995:1).

It can be inferred that these diverse structures were costly, bloated and not representative of the South African demography. There was therefore a need to ensure that favourable structures were established to accommodate every South African in the work place, especially in the Public Service.

2.5 A BASIS FOR TRANSFORMATION IN THE PUBLIC SERVICE

The need for transformation in the Public Service arose, **firstly**, from a shift from a racial to a non-rationally-based Public Service. **Secondly**, the administration in the Public Service was considered to be ineffective.

Thirdly, the Public Service before 1994 mainly emphasised qualifications and seniority as requirements for access to positions. **Finally**, the Public Service was unable to recruit more external applicants, especially from the Historically Disadvantaged Groups (Cloete and Mokgoro, 1995:1). According to Cheminais, Bayat and Van der Waldt (1998:55), Public Sector careers are also public goods and should be distributed equitably. South Africa had to undergo transformation in order to increase representativity in terms of the demography to enhance the legitimacy of the Public Service and make public servants more loyal and responsive. The basis for transformation is described below.

2.5.1 The need for a non-racial Public Service

There was a need to transform the South African Public Service in order to shift from an authoritarian, racist, Apartheid State, to a non-racial South Africa. Racism in senior positions was proved by the fact that in 1997, 79% of employees in the Public Sector were black, but only 38% of staff at Director's level and above were black, according to the White Paper on Human Resource Management in the Public Service (1997:18). The Public Service also needed to shift from being a racially based Public Service to a non-racial, non-sexist one and there needed to be equity for black people, females and disabled persons.

The National Party ruled for 46 years (1948 to 1994) and largely made provision for white male Afrikaners to occupy senior positions in the Public Service.

Blacks, females and disabled persons were largely excluded from the Public Service, particularly from senior positions. Government requires representativity in terms of the country's demography in all positions in the Public Service (Hugo, 1989:71).

2.5.2 The need for effective administration

The administration of personnel practices in the Public Service before 1994 was considered to be ineffective, discriminatory and inefficient. Ineffectiveness, inefficiency and discrimination are proven by the fact that it took a minimum of three months to recruit new entrants in the Public Sector (Cloete and Mokgoro, 1995:1).

2.5.3 A revised emphasis on prior qualifications and seniority

“Human Resources Planning of the Public Service was considered to be weak, and the post filling and promotion criteria over-emphasised educational qualifications and seniority, due to the over-centralised bureaucratic structures. There is also little or no emphasis on job requirements” (White Paper on Human Resource Management in the Public Service, 1997:18).

The reformation of human resources activities can achieve representativeness in the Pretoria Central Prison, if a non-discriminatory working environment is created. There must be sound co-ordination of human resources activities in order to ensure that those who are employed without experience and qualifications due to their disadvantaged background are empowered to attain their full potential and are considered when posts arise.

2.5.4 The opening of the Public Service for external applicants

In 1996, the Public Service was still closed to external applicants, even though the barriers to the advancement of members of previously disadvantaged groups had been removed in accordance with the White Paper on Human Resource Management in the Public Service (1997:18). The Public Service was and is still faced with the challenge of transforming the way its human resources are provided, maintained and developed to be in line with the ethos of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). Transformation in the Public Service needs to correct the representativity of the designated groups by reforming all discriminatory rules to recruit personnel. Furthermore, there is a need to improve administration, provide equal employment opportunities to all citizens and lay less emphasis on qualifications and seniority.

2.6 CONCLUSION

The focus of this chapter was the need for transformation in the Public Service in general and in the Department of Correctional Services in particular. There is a need for transformation in order to achieve the representativity in terms of South Africa's demography.

There was a need to transform the Public Service and the Department of Correctional Services, since the past structures inherited from the self-governing states, the TBVC States and Central Government were too costly. Another reason for transformation was that white males dominated the Public Service and the Department of Correctional Services. Experienced blacks were only employed in the Bantustans. Lastly, blacks had fewer skills, compared to white public servants. The Public Service was bloated and there was a need for restructuring.

In order to achieve demographic representativity, there was a need to remove all obstacles that prevent the Public Service and the Department of Correctional Services from being representative of the country's demography. Representativeness may be achieved by placing less emphasis on formal qualifications and seniority.

Transformation of the manner in which the Public Service operates implies making possible power sharing and joint responsibility. The interim government led to the formulation of policy and legislation to promote the administrative process of transformation since the structure of government before 1994 did not suit the ethos of a democratic South Africa.

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996); White Paper on the Policy of the Department of Correctional Services in the new South Africa, 1994; the White Paper on Human Resource Management in the Public Service, 1997; the White Paper on the Transformation of the Public Service, 1995; and the Correctional Service Act, 1998 (Act 111 of 1998) are policies which guide the process of transformation taking place in the Department of Correctional Services.

The next chapter focuses on the structure of the Department of Correctional Services and the importance of a human resources strategy to achieve representation of the country's demography. In order to investigate the role of transformation, it is important to know the structure of the Department of Correctional Services.

CHAPTER 3

HUMAN RESOURCES PRACTICE WITHIN THE STRUCTURE OF THE DEPARTMENT OF CORRECTIONAL SERVICES

3.1 INTRODUCTION

The Department of Correctional Services, the South African Police Service and the Department of Justice are the institutions that form the South African Criminal Justice System. The South African Police Service is responsible for law enforcement, order and the apprehension of offenders. The Department of Justice is responsible for all the judicial processes. The Department of Correctional Services is considered to be the last link in the Criminal Justice System, and is responsible for ensuring safe custody of the country's prison population. The Department must develop and support prisoners, in order to transform them into law-abiding citizens.

It is essential within the operational structure of the Department of Correctional Services that those who are assigned the responsibility of transforming prisoners into law-abiding citizens render the services required to achieve the set objectives of the Department. The objectives of the Department of Correctional Services can only be met through the primary resources of the organisation. The primary resource of an organisation is its human resources. Well-trained, motivated and efficient human resources are important for effective service delivery.

The principles outlined in Chapter 10 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), elaborated on in the sections below, allude to the importance of human resources in the Public Service.

Prior to 1994, the Public Service consisted of personnel that was not representative of the country's demography. It will continue to be staffed mainly by career employees, but representation of blacks, women and the disabled must be addressed. In this regard, employees must be provided with more recruitment opportunities both in terms of professional advancement and personnel development.

There should be open competition and innovative recruitment practices. In this regard, unlike in the past, the Public Service will have access to a wider pool of talent and will consider all racial groups for employment. The Public Service will no longer over-emphasise prior experience, but will make provision for new skills to be absorbed. Furthermore, the operational requirements for effective and efficient management will now shift from considering fixed-term contracts to an increased use of part-time employment and more flexible working schedules.

3.2 HUMAN RESOURCES IN THE PUBLIC SERVICE

According to the White Paper on Human Resource Management in the Public Service, (1997:12), human resources should be regarded as a strategic instrument of the transformation process in the South African Public Service.

A number of basic principles are set out in sections 195(1) to (5) of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). The relevant principles for the study are contained in sections 195(1) (h) and (f). Section 195 (1) (h) emphasises the good management of human resources and career-development practices in order to maximise and cultivate human potential. The implications of this section relate to the development and the enlistment of the previously disadvantaged groups in order to empower them to render services in the Public Service.

Section 195(1) (f) emphasises broad representativity of the South African people. To add to the representation of the broader demography, the section considers requirements with regard to ability, fairness and the redressing of past imbalances to achieve broad representation of the demography. It is through Section 195(1) (f) that the core objectives of this study were motivated, namely to investigate whether the Pretoria Central Prison is representative of South Africa's demography. Furthermore, based on this Section it is clear that the imbalances of the past should be redressed in order to achieve the goals of the transformation-taking place in South Africa.

In particular, the purpose of the White Paper on Human Resource Management in the Public Service (1997) is to address the functions of human resources in the Public Service, namely personnel provisioning, utilisation and the termination of service and certain aspects of human resources development. The aim of the White Paper on Human Resource Management in the Public Service, (1997) is to delegate responsibility, and to devolve accountability for Human Resources Management to National Departments and Provincial Departments (White Paper on Human Resource Management in the Public Service, 1997:13).

In order to achieve the goal of a representative Public Service, reformed human resources activities can thus enable personnel to be effective and efficient. Staff must implement principles of change in order to make possible the process of transformation in the Public Service. The principles of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) emphasise the development of members of the Historically Disadvantaged Groups to allow for broad representativity of the country's demography. The human resources values of a democratic constitution, the reform of human resources activities and a new framework of human resources may drive the process of transformation in order to achieve a representative workforce.

3.2.1 Human resources values

The values reflected in the White Paper on Human Resource Management in the Public Service (1997) are derived from the values entrenched in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), which underpins human resources management in the Public Service. The values extracted from the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) are the following: fairness, equity, accessibility, transparency, accountability, participation and professionalism.

In addition to the above principles, there must be good human resources as stipulated in Section 195(1)(h). Section 195(1) emphasises a Public Administration that is broadly representative of South Africa's demography based on ability, objectivity, fairness and the need to redress the imbalances of the past (White Paper on Human Resource Management in the Public Service, 1997).

3.2.2 Human resources management and transformation in the Public Service

Human resources management is considered to be a starting point in the process of transforming the South African Public Service. There was a need to shift from administering personnel to managing people in the Public Service. According to the White Paper on Human Resource Management in the Public Service (1997), administration needed to change to a management that can underlie transformation in the Public Service. The Public Service needs to be diverse enough to accommodate South Africa's multi-cultural society. There is also a need for a competent and well-managed workforce that is capable and committed to delivering high quality services and to achieving the goals of transformation.

The human resources functions are devolved from the centre and become the responsibility of a particular department in this case, the Department of Correctional Services. The Department of Correctional Services is therefore responsible for its own human resources.

The principles are important and need to be flexible in order to adjust to change. As needs and priorities change, there is a need for human resources to be multi-skilled and these skills must be updated to keep pace with new policy demands (White Paper on Human Resource Management in the Public Service (1997).

Delegating responsibility requires Public Service managers to develop skills such as objective setting, measurement and financial management. Above all, public managers must have management skills. The management of human resources activities should be the responsibility of human resources practitioners in a particular institution.

3.2.3 A new framework for human resources management in the Public Service

It is indicated in the White Paper on Human Resource Management in the Public Service (1997), that the Labour Relations Act, 1995 (Act 55 of 1995) protects employees and potential employees from unfairness that might arise in the work place. However, the Public Service is bound by new policies on the provision and maintenance of personnel. The new policies stipulated in the White Paper on Human Resource Management in the Public Service (1997:12) are discussed below.

a) Competition

The importance of competition in the Public Sector will lead to an increase in opportunities for members of previously disadvantaged groups to join and advance within this environment.

Along with increased opportunities, there must be transparent human resources strategies, based on planning and the achievement of employment equity goals to achieve broad representativity of the South African people White Paper on Human Resource Management in the Public Service (1997:12).

b) Promotion

Based on the Promotion Policy, promotion will no longer favour certain employees from previously advantaged groups. Discrimination on the basis of race, gender and disability is prohibited. According to this policy, those employees who demonstrate their ability by competing for a post will be promoted. Employees will have more control over their career development. There will be no barriers to employees' applying for jobs at higher levels or in different occupational groups White Paper on Human Resource Management in the Public Service (1997:12).

The Promotion Policy of the Public Service also encourages the acquisition of multi skills that will broaden the capabilities of many employees. Multi-skills will lead to improved career and performance management that will be recognised and rewarded. However, poor performance will also be identified and steps will be taken to ensure that there is improvement on performance White Paper on Human Resource Management in the Public Service (1997:12).

c) Transparency and accountable management

As this policy takes into consideration greater transparency and accountability to management of human resources, it prevents the manipulation of employment criteria such as prior qualifications, health requirements, probation, temporary employment and ill-health retirements White Paper on Human Resource Management in the Public Service (1997:12).

It can be concluded that the framework for human resources management in the Public Service protects employees from discrimination and unfairness in the work place. Policies have been formulated to protect the rights of employees not to be discriminated against on the one hand, and on the other hand to have the right to equal employment opportunities regardless of race, gender and disability. The human resources policies emphasise competition, equal promotion opportunities for blacks, women and the disabled, based on ability and not on favouritism and prior experience.

3.3 HUMAN RESOURCES PLANNING IN THE PUBLIC SERVICE

It is only through adequate planning that jobs can be accessible to all employees, without discrimination on the basis of race, gender and disability. Human resources planning can also make it possible to determine the number of personnel of a particular group required to achieve equity in terms of race, gender and disabled persons.

Adequate planning must also ensure that the proper training of personnel can be achieved in order to realize plans aimed at making the Pretoria Central Prison representative of the country's demography.

To achieve such demographic representativity, well-trained personnel are required to implement transformation policies in the work place.

According to the White Paper on Human Resource Management in the Public Service (1997:30), a proper human resources plan should contain the following three steps set out below.

STEP 1: Assessing human resources requirements

An assessment of human resources is done in order to establish the required number of people so as to achieve the organisational objectives for the organisation's strategic plan. The assessment of human resources requirements is mainly based on national departments and provincial administration. The assessment is done on a short, medium, and long-term basis, set out in the strategic plan of the Department of Correctional Services, based on the (White Paper on Human Resource Management in the Public Service, 1997:30).

The plan identifies the number of staff and skills required and the targets for meeting the goals of broad representativity in relation to race, gender and disability. The other factor to be considered is the Department's administrative structure and its geographical disposition.

STEP 2: Assessing existing human resources capacity

This is done to identify the number and skills of staff currently employed and their potential to meet future requirements.

The future requirements might include a need for skilled and professional people and such a requirement may be met through training and development.

The assessment of the present human resources capacity can thus identify gaps based on skills and employment equity targets. The information gathered through the assessment of the present human resources can give an indication of likely future retirements, staff turnover and the required appointments. The Department is then in a position to identify whether the present human resources capacity matches organisational requirements (White Paper on the Transformation of the Public Service, 1995:30).

STEP 3: Succession planning for key positions

It is important to draw up a plan to work out how the gap between the existing human resources capacity and future human resources requirements can be filled given the financial resources available. Attention should also be paid to filling positions, which are considered to be key positions in the organisation in order to achieve organisational effectiveness. There should be a separate identification of key positions. Measures must be taken to ascertain future vacancy patterns to access potential sources of labour supply, both from within and outside the Public Service (White Paper on the Transformation of the Public Service, 1995:31).

According to the White Paper on the Transformation of the Public Service (1995: 52), after the three steps in human resources planning have been used, it is important to develop an organisational strategy. Once a gap between future requirements and existing capacity has been identified, a strategy needs to be developed to cater for human resources needs within the organisation.

The strategy worked must include organisational redesign, the process re-engineering, outsourcing, recruitment, training, promotion, re-employment and career management and staff reduction.

It can be concluded that human resources planning is important in the context of transformation to assess whether personnel in the Pretoria Central Prison is representative of the country's demography. In addition, the Pretoria Central Prison needs to plan in line with broader national strategies based on the requirements of legislation. An assessment of the representativeness of prison officials may result in conclusions on representativeness in terms of the country's demography in the Pretoria Central Prison, as one of the prisons under the Department of Correctional Services for the 21st century.

In the light of the above, planning is necessary to analyse the existing human resources capacity to plan for the future and to retain staff in the organisations. In the context of transformation, planning must be aimed at achieving broad representativity of the country's demography.

3.3.1 Planning for the disabled

The Public Service should ensure that representation of the disabled is increased in the workforce. An increase is guaranteed by the demonstration of Government's commitment to the creation of equitable opportunities for all citizens when it launched the Code of Good Practice on the Employment of People with Disabilities on 19 August 2002. The main aim of the Code was to offer guidelines to employers on how to promote opportunities for people with disabilities and fair treatment in the workplace. In addition to fair treatment, the Code entrenches the law and Affirmative Action, which is aimed at redressing a legacy of discrimination (Mdladlana, 2002:8).

Employers, employees and organisation are encouraged to use the Code in the development, implementation and refinement of their disability equity policies. The particular equity disability policy must suit the needs of that particular organisation.

Trade unions and employers are also encouraged to include the Code in their orientation, education and training of employees (Mdladlana, 2002:8).

The key areas included in the Staff Code are the provision that requires the accommodation of the disabled, guidelines on recruitment, the criteria for selection and consultation on career advancement. The first key area is the provision of reasonable accommodation for the disabled, allowing them to work in a favourable working environment, which is considered by the Code to be cost-effective because it removes barriers to the performance of the disabled on the job. The removal of barriers may enable the disabled to access benefits and employment opportunities. This is important because provision of reasonable accommodation mainly involves measures like the modification of existing facilities and adjusting working time and leaves schedules (Mdladlana, 2002:8).

The Code also emphasises the consultation of people with disabilities related to their needs and career advancement. In advancing careers, the notion is encouraged that the performance of employees only be evaluated on the basis of clearly identified and measurable performance criteria related to the essential functions of the job (Mdladlana, 2002:8).

In a case where an employee becomes disabled while he/she is serving in the Department of Correctional Services, such an employee should be given an opportunity to be re-integrated into the workforce or alternatives for flexible work arrangements should be explored. The Code does not encourage termination of service as a result of disability (Mdladlana, 2002:8).

3.4 HUMAN RESOURCES PLANNING IN THE DEPARTMENT OF CORRECTIONAL SERVICES

The Department of Correctional Services considers one of the objectives of a human resources plan to be the achievement of demographic representativity. The attainment of this objective involves an analysis of existing human resources and employee retention, both of which are relevant to this study.

Another objective of the human resources plan is to increase the capacity of administrative staff during the recruitment process, by employing contract workers and by temporary deployment. To meet the strategic objective regarding the increase of administrative staff, the relevant stakeholders are to be consulted from time to time. The Department intends to develop advertisements that are job-specific and accessible. To achieve job-specific and accessible advertisements, there should be clear job descriptions and relevant means of communication must be identified. The indicators for a clear job description and means of communication are updated job descriptions and a review of post advertisement practices (Department of Correctional Services: Human Resource Plan, 2002: 1).

The Department of Correctional Services intends to assist personnel by ensuring that all advertisements for posts are improved by reviewing and revising current approaches. In addition to the advertisement of posts, the Department intends to strengthen interviewing panels, by training directors, deputy directors and assistant directors with regard to interview skills.

Training will rely on identifying appropriate trainers to provide relevant training related to the provision of a representative workforce (Department of Correctional Services: Human Resource Plan, 2002:6). In addition to the human resources plan objectives, the Department proposes the Guidelines for a Human Resource Plan set out below.

First, the guidance contained in the Human Resources Plan in the Department of Correctional Services should be based on a profile of the workforce. That profile must be used to compare it to the desired representation of target groups within the Department to achieve representativity of the workforce compared to the general population. **Secondly**, barriers to employment and promotions should be reviewed to identify and assist members of the target group.

Moreover, the Department must draw up an action plan to address the identified inequalities in respect of employees from the target groups. The plan must run for no less than a year and for no more than five years, and it must include qualifications and qualitative goals and a time-table for each year of the plan.

The progress in human resources development made by the Department of Correctional Services is indicated in the document entitled, "The South African Department of Correctional Services ... into the millennium and beyond", (1998:1). It shows that the Department has achieved some milestones, namely: the establishment of the equity directorate, policy alignment, broad representativity and the mainstreaming of gender issues.

3.4.1 Establishment of the Equity Directorate

The Equity Directorate of the Department was established during 1997. Its objective was to eliminate all forms of unfair discrimination as well as to institute proactive equity or affirmative action measures.

In establishing the Equity Directorate, the Department of Correctional Services was addressing the objectives cited in the document entitled the South African Department of Correctional Services ... into and beyond the millennium (1998:2), as set out in Table 3.1, below:

TABLE 3.1: OBJECTIVES OF THE EQUITY DIRECTORATE

i. The alignment of departmental policies and practices in the area of human resources management with the current legislative and policy framework.
ii. The achievement of representativity in terms of race, gender and disability.
iii. The mainstreaming of gender issues and the integration of disability issues into the Department's planning, strategies and programmes.
iv. The facilitation of an organisational culture that is inclusive of the values of diversity and supportive of efforts of members to achieve effective and efficient service delivery.
v. The establishment and maintenance of a holistic support programme for members, to enable them to improve service delivery.

In terms of the objectives stated above, there has been progress in achieving the principles of equity in the Department since the Equity Directorate was established to address all equity-related issues.

3.4.2 Policy alignment

The Equity Policy of the Department is intended to achieve the three objectives summarised in **Table 3.2** below, as cited in the document entitled "The South African Department of Correctional Services ... into and beyond the millennium" (1998:3).

TABLE 3.2: OBJECTIVES OF THE EQUITY POLICY

i. To improve human resources management and development policies and practices in line with the requirements of the applicable White Papers.
ii. To ensure broad representativity and a properly trained and developed personnel corps for improved service delivery.
iii. To foster a departmental culture that is inclusive of values and diversity supporting the affirmation of the previously disadvantaged.

The Department of Correctional Services supports the Equity Policy, as part of the Government's focus on the transformation of the Public Service. The Department aims to achieve representativity and an equitable workforce in order to promote the optimal functioning of personnel.

Furthermore, the Equity Policy of the Department of Correctional Services provides for the formulation of a human resources strategy based, **firstly**, on the assessment of personnel requirements in terms of numbers. **Secondly**, the strategy will be based on the assessment of the capacity of the existing personnel to achieve current and projected needs.

Thirdly, the strategy will be based on the Department's targets with regard to the Employment Equity Plan. It is in the light of the human resources strategy of the Department that training needs and other developmental needs for relevant directorates can be identified.

The inclusion of employment equity within the human resources strategy can thus lead to policy guidelines aimed at the comparison of the workforce with regard to demographic representativity in respect of the target groups. This representativity will be considered at every occupational class and level. In addition to the comparison of the workforce to targets, barriers to employment and the promotion of possibilities for members of the target groups will be identified (Department of Correctional Services: Equity Draft Policy, 1999:2).

The Department of Correctional Services is moreover prepared to measure its action plan based on the target of maintaining equity. The actual purpose of the action plan is to address identified inequalities for the target groups (blacks, women and the disabled). The time frame for the plan is a minimum of one year and a maximum of five years. The Department has made equity an objective to be incremental on a yearly basis to achieve proportional representativity of the general population. The Public Service's general population in 1998 was at 75% black, 13% white, 9% coloured and 3% Indian. The plan will measure progress based on both qualitative and quantitative goals (Department of Correctional Services: Equity Policy, 1998:3).

3.4.3 Broad representation

Given the fact that the Department of Correctional Service's personnel were mainly male-dominated at senior post level, there was a need to make the Department's personnel representative of the entire South African demography. In early 1995, as part of its five-year Affirmative Action Plan, the Department set targets as shown in **Tables 3.3 and 3.4**.

TABLE 3.3: REPRESENTATION OF RACIAL GROUPS BY GENDER IN 1998

Black males (Africans, Indians and Coloureds)	49%
White males	30%
All females	21%

Source: (The South African Department of Correctional Services ... into the millennium and beyond, 1998:4)

TABLE 3.4: REPRESENTATION OF FEMALES BY RACE IN 1998

Africans	15%
Whites	3%
Coloureds	2%
Indians	1%

Source: (The South African Department of Correctional Services ... into the millennium and beyond, 1998:4)

The decision to divide the targets for women further was defended in the Labour Court. The Department of Correctional Services considers itself to have achieved a broad representation of the country's demography. The statistics of the Department of Correctional Services based on women's employment indicates that there was an increase from 9% in 1994 to 14% in 1998, especially at the management echelon (see **Table 3.5**).

TABLE 3.5. : REPRESENTATION OF GENDER AND RACE IN THE MANAGEMENT ECHELON

Management	1994	1998
White males	73%	31%
White females	2%	0%
Black males	25%	51%
All female	0%	18%

Source: (The South African Department of Correctional Services ... into the millennium and beyond, 1998:4)

Personnel composition statistics indicate that, from 1994 to 1998, a total of 13 females were appointed as area managers and four as chief directors. The Department of Correctional Services needed severance packages to pave the way to capacitate Affirmative Action measures and to increase the representation of members of previously disadvantaged groups. In 1998, the Equity Directorate set up a new five-year employment target in line with the Employment Equity Act, 1998 (Act 55 of 1998).

The National Department of Correctional Services has made progress with regard to the Equity Plan by the achieving greater representativity in the composition of its personnel corps. There has been progress in the recruitment of the disadvantaged groups reflected in **Table 3.5**. The Department has shown its commitment to achieving the requirements of the Employment Equity Act, 1998 (Act 55 of 1998) and Affirmative Action in the Public Service. The Department has shown commitment in its development of its equity, disability and gender policies. The policies cover aspects of recruitment, selection performance management and human resources development. To ensure that the Department meets the requirements of the Employment Equity Act, 1998 (Act 55 of 1998), five-year employment equity plan was developed.

Despite the progress made by the Department on representativity, the Department accepts that there is a need to improve in terms of gender representativity, especially at the senior management level (Skosana, 2002: foreword).

The progress made in transforming the Department of Correctional Services may be measured by the composition of its human resources and reformed human resources activities. The serious imbalances in the composition of human resources in terms of representation of the broader South African demography have been addressed to a certain extent. Even though the Department of Correctional Services has made progress as far as transformation is concerned the Department is still faced by challenges. The main challenge faced by the Department is that of ensuring that legislation and the principles formulated are implemented and enforced (Department of Correctional Services Annual Report, 1999:XII)

The establishment of an adequate, representative and equitable workforce and the empowerment of personnel through development and training are two of the objectives of the Department of Correctional Services in managing human resources. The Department adopted an Affirmative Action plan in 1996. **Table 3.6** below is taken from the Department of Correctional Services' Annual Report of 2000/2001, showing progress made in representativity. **Table 3.6** sets out statistics from 1996 to 2000 reflecting the achievement of representativity in the national personnel distribution by percentages (Department of Correctional Services, Annual Report, 2001:22).

TABLE 3.6: REPRESENTATIVITY IN THE DEPARTMENT OF CORRECTIONAL SERVICES

Group	1996	1997	1998	1999	2000
White males	32%	29%	27%	24%	22%
Black males	57%	60%	60%	58%	59%
Females	11%	11%	14%	18%	19%
Total	100%	100%	100%	100%	100%

Source: (Department of Correctional Services Annual Report, 2001: 22)

Table 3.6 above reflects the representativity of personnel in terms of racial group and gender. There has been a decline in the recruitment of white males. The recruitment of black males has increased from 57% in 1996 and 60% for both 1997 and 1998. There was an increase in the recruitment of black males by 3% in 1997 and no change for 1998. The years 1999 and 2000 showed a decline of 2% and 1% respectively for black males, while there was an increase in the representation of women from 14% in 1998 to 18% in 1999, which is a 4% increase. In 2000 the representation of women increased by only 1% compared to 1999. It can be concluded that the Department of Correctional Services is making some progress in achieving the representativity of blacks, in particular black males, within its organisation.

The recruitment of women is still a challenge to national recruitment, since the number of women recruited is not yet satisfactory. **Table 3.6** does not indicate whether the employees recruited are people with disabilities or not, even through the policies on equity cover disability and gender in the recruitment and selection of personnel.

TABLE 3.7: ACHIEVEMENT OF REPRESENTATIVITY IN TOP MANAGEMENT AS PERCENTAGES

Group	Jan 1996	Dec 1997	Dec 1998	Dec 1999	Nov 2000
White males	72%	29%	31%	23%	24%
Black males	22%	59%	51%	58%	57%
Females	6%	12%	18%	19%	19%
Total	100%	100%	100%	100%	100%

Source: (Department of Correctional Services Annual Report 2001: 22)

Table 3.7 above shows the achievement of representativity in top management in percentages. In 1996 the representation of white males in top management was 72%, black males 22% and all females 6%.

The percentages indicate that white males had been employed most in these positions until 1996. There was a drop in the representation of white males in the top management structure to 29% in 1997, while the representation of black males and females showed an increase. There was an increase in the representation of black males and females between the years 1998 and 2000.

TABLE 3.8: REPRESENTATIVITY TARGETS FOR 2004

Male	Percentage	Female	Percentage
Black	54,88%	Black	14,7%
Coloured	7,84%	Coloured	1,96%
Indian	2,94%	Indian	0,98%
White	11,76%	White	2,94%
Total	77,42%	Total	20,58%

(Source: Department of Correctional Services, Annual Report 2001: 23)

The National Department of Correctional Services has a target of 2%-disabled persons for the year 2004, in compliance with the objectives of transformation. The Department has already made progress in the recruitment of disabled persons, since there were 121 persons with disabilities in its employ by March 2001, which was 0,4% of its personnel component. The Department is prepared to increase the number of the disabled in its employ with every recruitment drive to achieve the targets set for 2004. The Department of Correctional Services also intends to increase the representation of the disabled by covering aspects like advertising, recruitment, selection, placement, human resources development, gender mainstreaming and reasonable accommodation for persons with disabilities (Department of Correctional Services Annual Report, 2001: 23).

3.4.4 Mainstreaming gender issues

In 1998, the Department of Correctional Service made a move to increase the representation of women to comprise 40% of the Department's staff. The intended drive to increase the number of women employed in the Department also coincided with increasing opportunities for women.

The number of women in top management positions has increased from 2% in 1994 to 18% in 1998. There were 13 female Area Managers and four female Chief Directors at Head Office in 1998. In the process of increasing the representation of previously disadvantaged groups, efforts were made to remove any discriminatory provision with regard to the training of personnel. For instance, male and female recruits are now trained in the same firearms defence programme. Single parent families are now considered as a family in the allocation of accommodation. Medical benefits are now extended to widowers of deceased female employees, and married female members as well as their families.

It can thus be concluded that the Department of Correctional Services is making a positive move in addressing gender issues. The Department is showing its commitment to ensuring equal access to resources and opportunities for women. “However, it goes without saying that the changing laws and its establishment of formal equality in itself, will not bring about the desired situation. What is needed is to begin to work at substantive equality and begin to change people’s mindsets ”(The South African Department of Correctional Services ...into the millennium and beyond, 1998: 24). In other words, the goals of transformation cannot only be achieved by introducing laws that outlaw discrimination, the attitudes of individuals within the Department need to change for them to co-operate in transforming it.

3.5 DISABILITY POLICY: DEPARTMENT OF CORRECTIONAL SERVICES

The commitment of the Department of Correctional Services to the realisation of equity regarding persons with disabilities was demonstrated by its taking into account section 9 (3) of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). Section 9(3) states that “the state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic, or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth”.

Furthermore, the protection and advancement of disability issues regarding the allocation of special resources demonstrated commitment. There was to be a line item on the budget to recognise disability issues. The Department was to ensure that funds are allocated in order to adapt both physical structures and equipment. Adapted physical structures and equipment will enable the disabled to perform duties which they are able to do and capable of doing (Department of Correctional Services: Policy on Persons with Disabilities 1999: 4).

The documents considered for drafting policy on people with disabilities were, the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), the Employment Equity Act, 1998 (Act 55 of 1998), and the White Paper on an Integrated National Disability Strategy (1998).

The purpose of the policy on persons with disabilities is to provide for principles and practical measures for the integration and employment opportunities for persons with disabilities within the Department of Correctional Services. The policy thus includes the following objectives:

- a) To effect and compile the implementation of legislative and policy directives that will integrate persons with disabilities in the workplace.
- b) To serve as a policy and guideline for the management of disability issues within the Department of Correctional Services.
- c) To create a barrier-free and accessible working environment for persons with disabilities.

The Department supports the social model of disability that locates disability within a Human Rights and Development Framework. It has acknowledged and accepted that:

- (i) It is the stairs into the building that disable the wheelchair user rather than the wheel chair.
- (ii) It is defects in the design of everyday equipment that cause difficulties, not the abilities of people using it.
- (iii) It is the lack of skill of accepting and using alternative ways to communicate that excludes people with communication difficulties.

According to the department of Correctional Services, it is discriminatory policy practices and procedures that create barriers for persons with disabilities and make the work place inaccessible (Department of Correctional Services: Policy on Persons with Disabilities, 1999: 4).

Before recruiting the disabled, the Department is prepared to identify in advance difficulties that may be encountered by them, relating to requirements in relation to mobility, vision, hearing access and communication.

It is important to create a favorable environment for the disabled before their representation is considered (Department of Correctional Services: Equity Policy, 1999: 7).

The disabled had problems in exercising their fundamental human rights prior to the year 1994. Any member employed by the Department of Correctional Services who became disabled was discriminated against by not being given an opportunity to render the services, which they were capable of.

The Department of Correctional Services has since tried to improve the quality of life of the disabled. The Department instituted the disability project during 1998. The project involved the aspects set out below.

Firstly, the disability desk was established. The purpose of the establishment of the disability desk was mainly to ensure the integration of the disabled into the Department's planning, strategies and programmes. **Secondly**, a draft policy of people with disabilities was established. **Thirdly**, the convening of a policy workshop on people with disabilities also proved commitment.

In addition to the commitment of the Department with regard to the disability project, the Minister and the Commissioner of Correctional Services committed themselves to pursuing the ideal of equality, irrespective of race, gender and disability.

Fourthly, to promote the recognition of employment of the disabled by the Department of Correctional Services, there was a need to consult the disabled on their needs.

The consultations were based on human resources activities such as induction and placement, training and development, performance appraisal, health and safety, recruitment and selection, organisational and work changes and barrier-free access and job restructuring.

The Department has a database of persons with disabilities in its service that contains information on their number, disability, skill level, post level, promotion, as well as promotional history. Personnel with disabilities who have approached the disability desk have been assisted to provide for their needs, for example, ramps have been constructed and devices have been provided to assist them. The Department of Correctional Services has had to face the challenge of finalising the disability policy and conducting on-going educational awareness campaigns aimed at changing prejudices and stereotypes.

The disability policy of the Department of Correctional Services shows that the Department has taken positive steps regarding equity for persons with disabilities. The Department of Correctional Services is committed to integrating the disabled in its employment opportunities.

3.5.1 Personnel retention

The Department intends to retain the services of people with disability in its workforce. To achieve the retention of the disabled, it has to ensure that Medical Aid service providers accommodate the unique needs of persons with disabilities in the workforce.

Through accommodative Medical Aid Schemes, disabled staff with health problems will recover swiftly and be fit for work without prolonged ill-health (Department of Correctional Services: Policy on Persons with Disabilities, 1999: 8).

Awareness on disability issues has to be raised among supervisors at management level by holding focus months on disability, co-ordinating the Casual Day Project, the Collection of International Day Project and the commemoration of the International Day of Persons with Disabilities on 3 December every year.

3.5.2 Resources allocation

The Department of Correctional Services intends to provide resources for persons with disabilities. The Department's budget recognises and isolates disability as a separate line item. Funds are made available for the adaptation of both physical structures and equipment to enable persons with disabilities to perform adequately. The funds also include the provision of the services of an Occupational Therapist as well as the implementation of his or her recommendations (Department of Correctional Services: Policy on Persons with Disabilities, 1999).

3.6 CONCLUSION

This chapter shows that the most important resources in the organisation are its human resources. Human resources in the Pretoria Central Prison must be representative of the country's demography. The White Paper on Human Resource Management in the Public Service (1997:56) addresses the issue that human resource principle must be in line with the principles of democracy. There is a need to change from administering human resources to managing human resources to underpin transformation in the Public Service.

The new framework on human resources focuses on competition, promotion, transparency and the accountability of management.

Human resource planning in the context of transformation is mainly guided by the profile of the workforce, comparing its representativity with broader demographics and identifying ways of employing and promoting members of the target groups, in order to address inequalities.

The Department of Correctional Services aims to integrate the principle of equity with human resources practice in the Department. The establishment of an Equity Directorate marked an equity milestone.

The focus was on policy alignment and broad representation, mainstreaming gender issues and integrating disability issues. The next chapter focuses on the recruitment of personnel in the Department of Correctional Services and for the Pretoria Central Prison.

CHAPTER 4

RECRUITMENT

4.1 INTRODUCTION

During this period of transformation, recruitment is not only important to meet the human resources capacity of the Public Service, but also to achieve employment equity. The recruitment policy of the Public Service in general and the Pretoria Central Prison in particular should thus include the objective of achieving specified employment equity objectives. To reform personnel activities in the Public Service, preference should be given to recruiting those who were previously disadvantaged. A key objective of recruitment should therefore be to achieve a balance in terms of race, gender, disability and the necessary skills.

4.2 RECRUITMENT IN THE PUBLIC SERVICE

According to Cloete (1998:8), posts may become vacant due to resignations, deaths and retirement. All such vacancies mean that public institutions should plan ahead to replace lost staff to meet future personnel needs.

4.2.1 Determining personnel needs

In determining personnel needs, provision must be made to appoint untrained and inexperienced personnel for entry-level posts. However, for senior posts, there must be provision for the recruitment or promotion of fully trained and experienced personnel in service.

4.2.2 Fields of recruitment prior to 1994

Prior to 1994, the Public Service limited prospective recruits only to those who were in possession of prescribed qualifications (Cloete, 1998:8). Qualifications restricted the Historically Disadvantaged Groups who did not get an opportunity to be educated. Qualifications should not be the only criteria used to recruit employee in the Public Service, but there should be on the Job training for those who do not possess the required training and Recognition of Prior Learning should also be considered to achieve representivity in the Public Service.

4.2.3 Limitations of recruitment

Limitations imposed on recruitment have in the past been due to particular attitudes towards public employment, the contributions of services offered by public institutions, the qualifications prescribed for appointment and the reservation of posts for a particular population group (Cloete, 1998:8).

It can be inferred that training and experience must no longer be critical issues, especially for entry-level posts (as they were prior to 1994). Discriminatory attitudes, a lack of qualifications and the reservation of posts should no longer be limitations applicable in a democratic Public Service.

4.3 THE NEED FOR FURTHER RECRUITMENT

Gerber, Nel and Van Dyk (1998:90) define recruitment as a two-way process, whereby applicants with the skills and qualifications necessary to the organisation are motivated to apply. In this regard, organisations are searching for potential applicants and in turn applicants are searching for employment.

In the context of the study, it is clear that there is a need to recruit personnel to achieve broad representativity of the country's demography, in terms of the profile of the workforce. The profile of the workforce can be used to compare the representation of the target groups within the Department with the representativity of the overall labour force in terms of the general population.

The Department of Correctional Services must comply with the Employment Equity Act, 1998 (Act 55 of 1998) in order to reform procedures in recruiting disabled persons, females and blacks to achieve broad representativity of the country's demography. It is through the creation of a favourable work environment that women can be recruited to work in the Pretoria Central Prison.

4.4 REQUIREMENTS FOR RECRUITMENT

The guidelines for recruitment and selection in the Department of Correctional Services are aimed at providing a workplace that is accessible to the disabled. There must be reasonable selection criteria to remove barriers and discrimination against the disabled. Appropriate job requirements must be identified and the necessary skills and capabilities required must be described (Mdladlana, 2002:8).

There are general requirements for recruitment based on a person's suitability to a post, as cited by Cloete (1998) and Andrews (1996). The recruitment policy of the Department of Correctional Services (1999) and the White Paper on Human Resource Management in the Public Service (1997:37) also states the requirements for recruitment in the Public Service that are to be discussed below.

The requirements on recruitment suitability that are discussed below are the communication medium, the match between the applicant and the job requirements, motivation to apply and entry requirements.

4.4.1 Communication medium

There must be a common communication medium. The advertisement of a new post is considered by Andrews (1997:91) to be a sufficient recruitment function. Recruitment is a function that must be undertaken to recruit candidates for specific vacant positions.

The Department of Correctional Services must take the blame for not considering alternative ways to communicate with the disabled. The communication medium that was used in the past did not cater for people who have communication problems. The communication medium chosen must be favourable to all to give adequate opportunities to those who have communication problems. The communication medium is discussed in more detail under the policy guidelines for the disabled as presented in the Department of Correctional Services: Policy on Persons with Disability (1999: 4).

4.4.2 Match between the applicant and the requirements of the job

The match between the applicant and the job that he/she is being recruited for may be a barrier to those who have not had opportunities in the past. People with disabilities were excluded and discriminated against when they wanted to get the necessary and relevant training to match the job requirements (Department of Correctional Services: Policy on Persons with Disability, 1999:4).

The disabled may be an exception in the sense that they might have a communication problem, but are able to perform certain duties required at a specific pace. Such problems might require alternative ways of communicating (Department of Correctional Services: Policy on Persons with Disability, 1999:4).

It may therefore be possible for blacks, women and the disabled to match the work requirements if they are given the relevant and necessary training, and the appropriate facilities and equipment, to be used especially by the disabled. Minimum requirements for the disabled must be considered; that is, the disabled must be given career opportunities to access posts which they are in a position to perform and they can be invited to interviews when they meet the minimum requirements. The disabled must be employed in posts that match their skills, competencies and interests and the operational needs of the Department of Correctional Services.

4.4.3 Motivation to apply

Job requirements must not be ambiguous. If they are, that will discourage applicants from applying. It is not always possible for an applicant to match the exact requirements of a post. Applicants who meet at least some of the requirements must be considered when there are no candidates who match the requirements of the job exactly (Department of Correctional Services: Recruitment Policy, 1999: 12).

There are, however, a number of conditions for the recruitment process to be carried out in the Department of Correctional Services. The Recruitment Policy of the Department is based on a number of requirements, as stipulated in the Recruitment Policy of the Department of Correctional Services. The requirements stated in the Department of Correctional Services' Recruitment Policy (1999:12) are set at below:

First, prospective applicants must be given a reasonable opportunity to become aware of vacancies that are publicised. **Second**, the posts must be advertised in the local media or local shopping or recreational centres. The **third** requirement is that the terms of employment should be made known to prospective applicants.

Fourth, the advertisement must include the Correctional Services Logo and the following words: “We are an equal opportunities employer”. **Fifth**, vacancy notices must give priority to applicants from the ethnic minorities of the underrepresented groups. **Lastly**, the advertisement must not be misleading and must ensure observance of the equal opportunities policy.

The documentation used for recruitment includes an application form known as G 94 and a medical questionnaire. All applicants must fill in these forms. It is also important that applicants are informed by the advertisements as to the procedure to follow when they apply (Department of Correctional Services: Recruitment Policy, 1999: 9).

It is the responsibility of the Provincial Commissioners to ensure that the under-representation of ethnic minorities within the Department of Correctional Services is addressed. The candidates who are mostly recruited are those who respond directly to the advertisements in the press and those who have a link with the Department through friends, relatives or colleagues and those employed by other state departments. In most instances, the Department only appoints about 5% to 8% of new recruits every year (Department of Correctional Services: Recruitment Policy, 1999: 10).

4.4.4 Entry requirements

Apart from job suitability there are certain minimum requirements for employment in the Public Service. These requirements are stipulated in the White Paper on Human Resource Management in the Public Service (1997:38) and the Public Service Act, 1994 (Act 93 of 1994). The entry requirements stipulated by both the White Paper on Human Resource Management in the Public Service, (1997) and the Public Service Act, 1994 (Act 93 of 1994) which are similar are health requirements, citizenship and good character. Age and security clearance is only stipulated in the White Paper on Human Resource Management in the Public Service (1997).

The requirements are elucidated below, starting with those stipulated by both the White Paper on Human Resource Management in the Public Service 1997 and the Public Service Act, 1994 (Act 93 of 1994).

- i. **Citizenship** - Both the White Paper on Human Resource Management in the Public Service (1997) and the Public Service Act 1994, (Act 93 of 1994) stipulate that employment in the Public Service is to be mainly for South African citizens, either by birth or descent. Non-South African citizens may work for the Public Service on a contract basis. The contract should not exceed five years, but the contract may be extended.
- ii. **Health** – On the one hand, the Public Service Act, 1994 (Act 93 of 1994) emphasises that the relevant authority should determine the health requirements for each post.

On the other hand, the White Paper on Human Resource Management in the Public Service (1997) stipulates that there should not be any pre-health checks unless the job requires particular physical attributes. The White Paper on Human Resource Management in the Public Service (1997) further takes into account the needs of the disabled. According to the White Paper on Human Resource Management in the Public Service (1997) the disabled may not be discriminated against in terms of employment offers. Previous employees who were excluded due to ill-health may undergo medical examination as a condition for re-employment.

- iii. **Good character** – The White Paper on Human Resource Management in the Public Service (1997) strongly emphasises the importance of good character. It is important that applicants in the Public Service be of good character in order for them to be in a position to abide by the law, and be prepared to conform to high standards of conduct required by the Code of Conduct for the Public Service.

The Public Service Act, 1994 (Act 93 of 1994) only stipulates that no official should be appointed to a position in the Public Service unless he or she is of good character.

iv. Security Clearance - Security clearance must be stated in the advertisement for positions which deal with sensitive issues.

v. Age - The Public Service employs people between the ages of sixteen and sixty.

The Department of Correctional Services' in particular requires applicants to complete in full the application form before their request for a position can be considered. The following are considered to be the requirements for applicants: the age of the applicants must be 23 years or over, but not more than 35 years of age for an entry-level post. In the case of an advertised promotional post, an applicant must still have at least nine years of pensionable service to render. The Department of Correctional Services considers candidates' the proficiency in English as important, as it will enable them to perform their duties better.

The minimum qualification requirement for anyone to be employed in the Department of Correctional Services is Grade 10 or its equivalent. The Department only considers South African citizens for appointment and they must reside in South Africa. Unaided vision is a minimum requirement with regard to eyesight. In addition to the said requirements, the Department requires certain health standards for recruits (Department of Correctional Services: Recruitment Policy, 1999:12).

Recruits must be fit to carry out the duties required in a post in order to give regular and effective service. They must therefore complete a medical questionnaire.

It is required that for any serious medical condition for which treatment is necessary a full medical report be handed in for recommendation by the district surgeon. An applicant who requires surgery will not be considered until such surgery has been completed and a full medical fitness report has been presented (Department of Correctional Services: Recruitment Policy, 1999:12).

The employment practices of the Department are based on the basic values and principles provided for in Section 195 (1) (i) of the Constitution of the Republic of South Africa 1996 (Act 108 of 1996), which provide that “Public Administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation”. The Department’s recruitment programme contained in the (Department of Correctional Services: Recruitment Policy, 1999:12) stipulates the following:

- a) Candidates of entry level are recruited twice per year, during July and February.
- b) Candidates in specialised occupational classes are recruited continually.
- c) External advertisements are used to recruit candidates.
- d) The appointments of suitable external candidates in the Department of Correctional Services follow the same process of recruiting internal candidates, based on laws that govern recruitment in the Public Service Staff Code.

In the context of the study it can be inferred from the Constitution that people who have been attracted to apply for employment opportunities in the Public Service must not be discriminated against. Candidates must be recruited to address the imbalances of the past and to achieve representativity of the country’s demography.

4.5 RECRUITMENT POLICY

Cloete (1997:97) identifies elements that should be addressed in a sound recruitment policy. According to Cloete (1997), a policy should indicate what posts are to be filled by internal promotions and which ones must be filled from outside the organisation. According to Gerber, Nel, and Van Dyk (1998:90), the recruitment policy in an organisation sets out the objectives of the recruitment process and provide a guideline to carry out the recruitment programme.

The purpose of the Recruitment Policy within the Department of Correctional Services is based on the need to advertise vacancies when they arise to allow for fair and open competition (Department of Correctional Services: Recruitment Policy, 1999:10).

4.5.1 Policy guidelines on disability management

The Department of Correctional Services: Recruitment Policy (1999:10) sets out guidelines based on the recruitment of personnel, as follows:

In advertising a post, the Department must ensure that the advertisement reaches as wide a range of its target group as possible, including the disabled, in order for them to be in a position to access jobs in the Department.

To achieve greater representation of disabled people within the Department of Correctional Services, alternative methods of advertising need to be considered, for an example, making use of braille, large print and radio and sending copies to organisations that deal with persons with disabilities. If the blind or partially sighted candidates are to be considered, the Recruitment Policy of the Department of Correctional Services (1999) may have to be revised.

All advertisements must thus state that people with disabilities are welcomed. The Department sets aside specific information and recruitment days for persons with disabilities to deliver application forms and such dates are communicated as part of the advertisement. All recruitment centres are to be made accessible to persons with disabilities by constructing ramps, as well as the availability of sign language interpreters (Department of Correctional Services: Recruitment Policy 1999: 10).

Furthermore, the Department gives preference to people with disabilities who meet the minimum requirements. The needs of persons with disabilities who are already employed by the Department are provided for, for an example by making available professionals such as occupational therapists.

Special equipment including that used in emergency evacuation plans must be tailored to the needs of the disabled. Flashlights to be installed for use in the event of an emergency by those members of staff with disabilities (such as the deaf and those hard of hearing). It is the desire of the Department to employ people with disabilities in posts that match their skills, competence, interests and the operational needs of the Department. The Department might seek advice from an occupational therapist before it places a person with disabilities.

4.6 PRINCIPLES OF RECRUITMENT

The recruitment principles of the Department of Correctional Services accommodate the recruitment of all racial groups, and a balance in gender and the disabled. To achieve the goals of transformation the following principles are indicated in the White Paper on Human Resource Management in the Public Service (1997:37).

- a) "The advertisement should include an accurate description of duties to be performed and the criteria for selection.

- b) Qualifications should include educational attainment, experience and skills.
- c) There should be a commitment to employment equity in terms of gender balance, disability and the previously disadvantaged communities.
- d) The advertisement should be in a clear and simple language.
- e) The advertisement should reach the widest number of people.
- f) The effectiveness of the advertisement should be reviewed from time to time in order to improve future recruitment efforts.
- g) The principle of recruitment in the Department of Correctional Services is the prime instrument for obtaining the skills necessary to meet the Department's operational needs and for the achievement of employment equity and support the goals of Affirmative Action".

An executing authority has to ensure that all those responsible for recruitment adhere to these principles in the Department of Correctional Services. An executing authority must determine employment requirements by **firstly** determining and listing the inherent requirements of a post.

Secondly, an executing authority must ensure that the requirements for employment do not discriminate against persons who were historically disadvantaged (Department of Correctional Services: Recruitment Policy 1999: 11).

Thirdly, an executing authority must comply with the statutory requirements for the appointment of these employees. Executing authority must also base appointments on the inherent requirements of the post determine the composite requirements for employment in terms of skills, training, competence and knowledge (Department of Correctional Services: Recruitment Policy 1999:11).

In view of the above, it is important that the requirements for a post do not discriminate against previously disadvantaged groups, in order to achieve the goal of transforming personnel in the Department of Correctional Services.

(The efforts taken by the Department of Correctional Services to educate and develop its personnel corps are discussed in detail in Chapter 7 of this study).

4.7 EMPLOYMENT EQUITY ACT, 1998 (Act 55 of 1998)

The Employment Equity Act, 1998 (Act 55 of 1998) is one of the acts that contributes to the process of transforming the Public Service and the Department of Correctional Services.

The following section elucidates the contribution of the Act to the prohibition of unfair discrimination and to the definition of what is considered not to be discrimination.

Firstly, the Employment Equity Act 1998 (Act 55 of 1998), prohibits unfair discrimination with all respect. **Secondly**, the Employment Equity, Act 1998, (Act 55 of 1998), states that discrimination may not be unfair based on the following:

- a) Any positive measures consistent with the purposes of this Act may be taken.
- b) To distinguish, exclude or prefer any person on the basis of the inherent requirements of a job is not unfair.
- c) Unfair discrimination includes the harassment of an employee.
- d) The testing of an employee for any medical condition is unfair unless legislation permits or requires the testing, or it is justifiable to perform the testing in the light of medical facts, employment conditions, social policy, the fair distribution of employee benefits or the inherent requirements of a job.

In the context of the study it can be learned that the Employment Equity Act, 1998, (Act 55 of 1998) prohibits unfair discrimination against blacks, women and disabled. In terms of the Act, blacks, women and the disabled can be given preference in recruitment.

The Department of Correctional Services has already taken a positive step in providing equal benefits for all those who are employed by the Department. The benefits include provision for married females to be the main members on the Medical Aid and to cover their spouses. Married women are also eligible for housing subsidies. Male and female recruits receive the same type of training.

4.8 CONSIDERATIONS IN RECRUITMENT

There are several factors that need to be considered when staff is recruited in the Department of Correctional Services if the Department wants to achieve representativity of South Africa's demography.

There can be situations within an organisation where the existing staff are the most suitable for key positions, but, in certain instances, there may be a need for expansion, by recruiting people from outside the organisation who have the relevant skills, experience and leadership styles.

In other instances, greater responsibility might require recruiting people who have no formal qualifications or who lack the experience of competing candidates from the former advantaged groups (Schwella, Burger, Fox and Muller, 1996:4).

According to Schwella *et al.* (1996:4), the recruitment process has to attract candidates with the potential for selection, appointment and personal development. It is thus important to link the Department's policies, training strategies and development to its recruitment and selection approaches.

The aim of recruitment is then to encourage candidates with the necessary potential to apply in greater numbers. In turn, the process of training and development can unlock the potential of these candidates. After development and training have taken place, the recruits will hopefully enhance effective and efficient service delivery (Schwella, Burger, Fox and Muller, 1996:41).

It can be inferred from Schwella *et al.* (1996) that the best recruitment strategy is not only always to recruit people with the right experience qualifications and skills. Recruitment policies must be linked to the training strategy of the Public Service.

The Department now recruits candidates who show the potential to meet the required standard if they receive training in integrated competency as planned. The recruitment strategy of the Department must be based on results, by carefully selecting and drawing the required number of employees. The human resources plan must be aimed at ensuring that the required candidates are identified from the target groups.

Based on the potential required and on candidates, who excel, it is also appropriate to develop, review and update the competency of existing personnel (Department of Correctional Services: Human Resource Strategy, 2002:2). An example of the recruitment performance of the Department of Correctional Services, indicating an increase with regard to the above is set out in **Table 4.1**.

TABLE 4.1: RECRUITS APPOINTED IN THE DISCIPLINE OCCUPATIONAL CLASS

Gender	1998	1999
Male	969	1 687
Female	683	1 374
Total	1652	3 061

Source: (Department of Correctional Services Annual Report, 1999:31)

The Department of Correctional Services advertises posts internally or externally, depending on the level and nature of the post. During 1999, the Department recruited 3 061 employees at the entry level of the discipline occupational class compared to 1 652 in 1998 (Department of Correctional Services Annual Report, 1999:31).

Even though there was progress with regard to gender representation, the Department of Correctional Services still recruited more males than females in the years 1998 and 1999.

4.9 CONCLUSION

In conclusion, recruitment in the Department of Correctional Services aims at achieving broad representativity of the country's demography in terms of race, gender and disability. This chapter has focused on recruitment in the Public Service and the Department of Correctional Services.

In terms of recruitment in the Public Service, the emphasis is on determining personnel needs to overcome problems resulting from recruitment policy prior to 1994 and the limitations of that recruitment.

The need for a new form of recruitment arose from the need to achieve broad representativity of the country's demography. The chapter also discusses the requirements for recruitment, namely, the communication medium, a match between the applicant and the requirements of the job and the motivation to apply. In addition, entry requirements were elucidated, including citizenship, health, good character, security clearance and age.

Furthermore, the chapter looked at the recruitment policy of the Department of Correctional Services, with the emphasis on disability management to achieve representativity of people with disabilities. Finally, the principles of recruitment and the importance of Employment Equity Act, 1998 (Act 55 of 1998) in guiding recruitment were discussed.

The selection process normally follows the process of recruitment in the Public Sector. The next chapter examines the selection of personnel in the Public Service and the Department of Correctional Services.

CHAPTER 5

SELECTION

5.1 INTRODUCTION

Selection takes place after the recruitment process and when the completed application forms or an application letter with detailed curriculum vitae are received. The aim of the selection process is to identify the applicants most suitable for the post. The requirements of the post(s) are matched with those of the applicant(s).

The recruitment and selection of a sufficient number of qualified personnel is important for the present and future, in order for the Department to be in a position to retain personnel within the Department of Correctional Services. It is cited in the Annual Report of the Department of Correctional Services (1999) that it was difficult before 1994 to attract candidates (other than white males) for recruitment and to select the required number of officials in the Department of Correctional Services. Members of the community by then had a negative attitude towards a career in the Department of Correctional Services. The situation has changed now, as can be seen from the fact that, there were a total of 1 652 recruits in 1998 and a total of 3 061 recruits in 1999 (Department of Correctional Services: Annual Report, 1999:52). The purpose of selecting personnel is to select the best match while trying to achieve representation of the broader South African demography.

This chapter focuses on selection methods, processes, procedures and techniques. Interviews as methods of selection are discussed. So are the internal and external factors of selection and how selection relates to transformation. Finally, the process of selection in the Department of Correctional Services is highlighted.

5.2 SELECTION METHODS

Cheminais, Bayat and Van der Waldt (1998:42) state that the objective of selection is to eliminate candidates who do not have the necessary skills or who do not meet organisational requirements. The interview is the most frequently used selection method. The other selection methods that are used are oral or written examinations and performance testing. The interview as a selection method is discussed under selection procedures (section 5.4).

It is important to note that the objectives of selection in the context of this study are not mainly based on the selection of individuals with skills or those who meet organisational requirements. In making the Pretoria Central Prison representative of the country's demography, it is important to select trainable candidates from underrepresented groups.

5.3 THE SELECTION PROCESS

The selection process focuses on those who present the best fit between the organisation and the job. The process involves the judgement of the applicant for purposes of the organisation. The organisation's decision-makers also judge the applicant in order to determine his or her suitability for the job. The process thus improves the chances of a successful and productive match between the employee and the organisation (Cheminais, Van Der Waldt and Bayat, 1998:42).

In the context of the study, it can be deduced that the selection process must establish the best possible match between applicants, but, in particular, it must also ensure that suitable qualified people are selected mainly from the underrepresented groups who apply for work at the Pretoria Central Prison.

It is also important to note that the selection process of the Department of Correctional Services must be in line with its training strategy in order to capacitate blacks, women and the disabled who do not yet fully meet the required skills or have the qualifications required. Blacks, women and the disabled must not be discriminated against based on the possibility that they lack the requisite experience, skills and qualifications, but those with the potential should be provided with developmental opportunities.

5.4 SELECTION PROCEDURES

There are a number of selection procedures that should be followed to select candidates for an interview. Cheminais, Bayat and Van der Waldt (1998:42) list the following procedures which are also normally followed in the Public Service for selecting applicants:

5.4.1 Recognising the application

The applicant can initially be recognised by the Department of Correctional Services if the applicant makes contact through a telephone call, or makes personal contact with the Department. A telephone call or personal contact by the applicant is normally in response to an advertisement in a newspaper, or information spread by word of mouth from those who work in the Department or from departmental notice boards. It is through this initial recognition that the human resources officer can make a decision as to the appropriateness of the applicant, based on whether the minimum requirements are met or are not met (Gerber, Nel, Van Dyk, Haasbroek, Schultz, Werner and Sono, 2001:245).

Gerber *et al.* (2001:244) recommend that individuals who do not qualify for consideration for the particular vacancies are immediately eliminated from the applicant pool. It is important to ensure that the standards set to eliminate those who do not qualify for a vacant post are not discriminatory.

Blacks, women and the disabled who have the potential to fill a vacancy and to become able to perform a job should be given employment opportunities. Candidates must not be disqualified due to a lack of prior education, training and experience. Education, training and experience should be considered to be legitimate qualifications only if they relate to the job requirements and performance.

Normally, an applicant responds to an advertisement and is noted by the office on receipt of the application form. The application form solicits information that can be used by skilled employment officials in tests and interviews to assess candidates' suitability for the job.

5.4.2 Preliminary interview

The applicant may also be judged in terms of the information provided on the application form or the *curriculum vitae* and information obtained through an interview. A preliminary interview takes place after an applicant's application has been registered. It informs applicants about current job opportunities in the Department and promotes the good image of the Department by supplying information related to the services provided by the Department and its policies. In turn, the Department may be given an opportunity to get information that is not provided by the application form or the *curriculum vitae*. The employer can use the preliminary interview to assess the applicant's social ease and confidence, communication skills and his or her social interaction (Gerber *et al.*, 2001:246).

5.4.3 Selection tests

Selection tests have been popular in the Public Service for many years but are considered to be expensive and time-consuming. After 1994 selection tests were increasingly questioned in the light of discriminatory laws and it became clear that some selection tests could have been used as a tool to disqualify certain racial groups, women and the disabled.

Psychological tests have fallen out of favour in South Africa in selection since many of the tests are considered to be culturally biased (Gerber *et al.*, 2001:250).

Tests that are considered to be fair and unbiased have recently been introduced for all South Africans. The tests comprise a range of cognitive tests, psychomotor tests, job knowledge tests, and work sample tests, vocational tests and personality tests (Gerber *et al.* 2001:250).

Tests that may be relevant for the selection of personnel in the Department of Correctional Services are cognitive aptitude tests and psychomotor tests. A cognitive aptitude test helps to measure the strength of individual ability to learn and perform a job. Psychomotor tests measure the strength and co-ordination of individuals. A psychomotor test can help to measure the strength of the disabled to perform a job that he or she is suitable to perform.

5.4.4 Background investigation or reference checks

Background investigation and reference checks are important in assessing applicants' suitability for vacancies. Reference checks are important to verify the accuracy of the information provided by an applicant during a selection interview. Background on applicants' (unacceptable) behaviour can be tapped from sources such as reference checks.

There are five sources that are used for reference checks. These are, **first**, schools (to obtain information about school leavers who have not yet been employed) and institutions of higher learning (attended by applicants who could also be employed and attending a correspondence course).

Second, previous employers are used to check references. The previous employer, in most instances, is used as a source of advice on the applicant's capabilities and abilities relating to a vacant post and salary notch.

Third, church ministers of prospective employees, former teachers or lecturers are often used for character references and testimonials.

Fourth, credit bureaus and police records may be checked for certain data, where it is considered to be legal and necessary to conduct such reference checks (Andrews, 1998:98). In addition to the sources used for reference checks as cited by Andrews (1998:98), a **fifth** source is the Traffic Department, where the prospective employer can obtain records related to traffic offences. **Finally**, records of from the criminal justice system can also be used to check on criminal offences of the applicant (Gerber *et al.*, 2001:251).

The above sources of reference checks are not always sufficient. Reference checks can also be made telephonically or through personal visits. It is important to consider the rights of applicants when reference checks are used as a determining factor to select candidates for employment. In the Department of Correctional Services, where criminal records and offences are considered for selection interviews, this is especially pertinent. Reference checks can be useful to obtain relevant information to select applicants who have certain capabilities and abilities. In using the above sources, care must be taken not to use the information obtained to disqualify members of previously disadvantaged groups.

5.4.5 Physical examination

Physical examination must be considered whenever the type of work requires a reasonable level of mental and physical health. In the Public Service, fire fighters and police officers must undergo such tests. Physical examination is relevant this study in the sense that it is important to disclose the physical characteristics of individuals, especially of the disabled. Physical examinations are important with regard to efficient performance on the job. The skills of the disabled must be based on their ability to deliver services (Du Toit, Knipe, Van Der Walldt and Doyle, 2002:173).

However, medical examinations are important in appointing a disabled candidate. A medical examination can help the employer to meet the needs of the disabled in relation to the nature of their disability. In this regard, the examination should not be used to discriminate against those who are disabled or sick, but to provide support with regard to their medical needs and to make arrangements for them to benefit from Medical Aid.

5.5 THE INTERVIEW AS A SELECTION TECHNIQUE

The Public Service must be transformed to achieve demographic representativity and this involves reforming the selection process. It is through a process used to select its personnel that Government policy aimed at increasing representativity can be implemented. To achieve representativity, previously disadvantaged groups (blacks, women and the disabled) must be targeted (Cheminais, Van Der Waldt and Bayat, 1998: 56).

The purpose of a selection interview is to gather enough relevant information to evaluate the applicant's qualifications and probable success in the vacant position. The interview is mainly conducted to fill a vacant post. Candidates can acquire interview skills through training and experience.

Line managers must be involved in the selection process. They must also interview prospective employees whenever possible and test them if necessary, since they are immediate supervisors and need to be involved in selecting subordinates (Cheminais, van Der Waldt and Bayat, 1998:56).

The following types of interviews can be used:

5.5.1 Planned interviews

A planned interview covers all relevant aspects, for example: previous work experience, qualifications and home life.

The objective of an interview is to probe for clues that will either suggest potential success or failure in a work situation. In turn, the applicant is made aware of the organisation and is provided with information that may assist him or her to decide to accept a position, if an offer is actually made (Cheminais, Bayat and Van der Waldt, 1998: 56).

5.5.2 Patterned interviews

A patterned interview is structured around a patterned questionnaire. The interviewers are trained and a standard format is followed for all interviews. Normally, with a patterned interview, all the applicants are asked the same or similar questions. This type of interview may be helpful to inexperienced interviewers who can then structure the interview to avoid irrelevant questions. It is, moreover, easy to make a selection decision with the aid of patterned interviews and to get rating scores for candidates (Gerber, Van Dyk, Haasbroek, Schultz, Werner and Sono, 2001:248). There are some concerns about this type of interview on the grounds that it restricts experienced interviewers and provide no flexibility in terms of questions. Inflexible questions can result in an artificial situation, which compromises honesty and openness (Cheminais, Van der Waldt and Bayat, 1998:56).

5.5.3 Stress interviews

In this type of interview, an interviewer adopts a hostile attitude to observe the interviewee's reaction. The interviewer needs to be well trained, skilful and careful. This interview may be stressful for the applicant if the interviewer is very strict, assertive and aggressive. Even though stressful interviews are considered to be hostile, they can be helpful to assess the interviews and can show the interviewer(s) whether an applicant can cope with stressful situations.

This type of interview is mostly used for a post relating to customer care, in order to establish whether an applicant is capable of managing and coping with demanding clients (Cheminais, Bayat and Van der Waldt, 1998:56).

5.5.4 Panel interview

In a panel interview, there are three or more interviewers on the board or panel. In this type of interview, panellists complement each other to cover all areas. The interview covers all areas and the relevant issues relating to the post are discussed. This ensures that all factors are considered objectively and that bias is prevented (Cheminais *et al.*, 1998: 56).

It can be inferred that the most relevant type of interview for this study is a planned interview. Planned interviews are essential to promote selection on merit, since the aim of transformation is to achieve demographic representativity based on non-discrimination against blacks, women and the disabled. There was a shift from traditional interviews to interviews focused on competencies. Individuals are no longer assessed on the basis only of a job description, but on their best performance.

There are other aspects of competencies and capabilities that are important, as opposed to looking only at the best-qualified candidate. Employees need to perform a number of roles in the Public Service, which is subject to the transformation process that is taking place. The best candidates are no longer only the best qualified (on paper) and already experienced applicants. Planned interviews may have an advantage in giving members of previously disadvantaged groups opportunities to compete, based on what they are capable of rather than purely restricted on the basis of a job description. Planned interviews may be even more relevant for the disabled than the other groups, since special arrangements may be made to assess them based on their capabilities and the nature of their disabilities.

5.6 FACTORS TO BE CONSIDERED IN SELECTING APPLICANTS

Three factors need to be considered in selecting applicants. **Firstly**, care should be taken not to violate applicants' human rights. Their right to privacy and confidentiality must be respected. **Secondly**, the selection technique should only extract and assess information relevant to job requirements. Questions about race, gender, preferences, age and health might be irrelevant or illegal if the answers could lead to bias or discrimination. **Thirdly**, registered psychologists in some cases conduct selection tests where the profession or the work requires such tests. This selection technique is normally only applied to some careers, as prescribed by law (White Paper on Human Resource Management in the Public Service, 1997:39).

If the above factors are considered in the selection process and if they are adhered to, the Pretoria Central Prison can achieve demographic representivity, since all forms of discrimination are prohibited. The Department of Correctional Services must note in any advertisement that its applications will be treated in a confidential manner. The advertisement must indicate that no one will be discriminated against when candidates are recruited.

5.7 ENVIRONMENTAL FACTORS FOR SELECTION

According to Gerber, Nel, Van Dyk, Haasbroek, Schultz, Werner and Sono (2001:242) there are both internal and external environmental factors that affect selection. These factors can have an impact on the selection decision and can contribute to the level of difficulty of the selection process. The specific internal environmental factors (within an organisation) are the size of the organisation, the number of reference checks needed and the number of candidates and selection of the persons responsible for decision-making.

The specific external environmental factors (outside the organisation) that have an impact on selection processes are the nature of the labour market and government regulations. The internal environmental factors are described below, followed by the external environmental factors.

5.7.1 Internal environmental factors

Three internal environmental factors require elucidation: the size of the organisation, reference checks and the number of candidates and decision making.

a) The size of the organisation

The size of the organisation is a determining factor with regard to the complexity of the selection process. In a large organisation, the selection process is a sophisticated process. The smaller the organisation, the more informal selection takes place. One must also take into consideration that for positions at different levels, different approaches are needed (Cheminais, Bayat and van Der Waldt, 1998:70).

b) Reference checks

In most instances, extensive reference checks are conducted for executive positions, while the selections for junior position tend to be processed quickly. Positions at executive levels require extensive reference checks and interviews are normally conducted. Lower level positions such as those of clerks are normally processed quickly in the selection process (Gerber, Nel, Van Dyk, Haasbroek, Schultz, Werner and Sono, 2001:242).

In the context of the study, selection may be complex, because of the need to achieve balance in terms of race, gender and the disabled in the Pretoria Central Prison. There must be a balance of the members of these groups in both junior and senior positions to achieve the targets regarding Historically Disadvantaged Groups.

c) Number of candidates and decision-making

The number of candidates and the amount of time available to make a decision can affect to the selection process, especially when highly qualified and competent candidates must be recruited. The time taken to fill a vacant post is normally determined by the nature of the services provided. A halt in services as a result of a vacant post requires that the time frame to fill the post be limited (Cheminais, Bayat and Van der Waldt, 1998:70 and Gerber *et al.* 2001: 242).

The selection of a competent and highly qualified candidate must be governed by a sophisticated and discerning selection programme, which can take a minimum of one month. In many instance delays, result from the considerable attention that must be devoted to study resumés, intensive reference checking and several hours of interviews.

5.7.2 External environmental factors

The external environmental factors that affect the selection process are the nature of the labour market and government regulations.

a) Nature of the labour market

Public institutions, like other organisations, must draw their employees from the labour market. The labour market and other conditions that affect the country as a whole influence the filling of vacant posts.

Apart from the labour market in general, or a country's labour market, conditions in a Particular City or region can also play an important role.

Labour market conditions may be influenced by:

- i. The working conditions offered by the organisation,
- ii. The job contents and
- iii. The general public image of the organization.

An analysis of the labour market can be done by means of a formula, where the selection ratio is equal to the number of applicants selected over the number of applicants available for selection (Cheminais, Bayat and Van der Walddt, 1998: 70).

$$\text{Selection ratio} = \frac{\text{Number of applicants selected}}{\text{Number of applicants available for selection}}$$

If, for example, the ratio is 3:50, there are many applicants from which the organisation can select candidates to be appointed. In other words, the number of applicants available is 50 and the number of applicants to be selected is 3.

In the Public Service, normally only 3 candidates are selected, which support that a total number of 50 to be looked at candidates may lead to a delay in the selection process and make it more complex.

If the ratio is 10:10, the selection process is quicker and unsophisticated, since there are fewer applicants to choose from and the selection process can be quicker.

b) Government Regulations

The government may stipulate regulations that may have influence the selection decisions of organisations. The appointment of candidates in terms of the job description, requirements and specifications must be based on sound and acceptable human resources management principles and practice (Gerber, Nel and Van Dyk, 1998:95).

“In South Africa, discrimination in relation to race, gender and disability denied access to opportunities to education, employment and wealth creation to the majority of South Africans” (Gerber, Nel, van Dyk, Haasbroek, Schultz, Werner and Sono, (2001: 242). Legislation was passed to drive the process of transformation and has been elucidated in the previous chapter.

The Employment Equity Act, 1998 (Act 55 of 1998) has two main objectives, namely, to ensure that workplaces are free from discrimination and that employers promote employment equity. If there is equity and if Historically Disadvantaged Groups are not discriminated against, citizens can receive equitable services. The Employment Equity Act, 1998 (Act 55 of 1998) was passed to redress the imbalances of the past. According to Gerber *et al.* (2001: 242) five measures are stipulated in chapter 4 of the Act to achieve equity. The focus for this section is only three key measures relevant to the study.

The **first** measure promotes consultation with unions and employees in the organisation's employment equity plan. The **second** measure is that employers must analyse these policies, practices and procedures. Furthermore, employers are required to prepare a profile of their workforce to identify problems relating to employment equity. The **third** measure advises employers to prepare and implement an employment equity plan, setting out the affirmative action measures that they intend to take in order to achieve employment equity goals.

5.8 SELECTION ON MERIT

As indicated in the White Paper on Human Resource Management in the Public Service (1997:35), selection in the Public Service must be based on merit to ensure that people of the highest calibre are recruited and promoted. The purpose of selection on merit is to ensure that the person selected is the one best suited to the position, taking into consideration skills, experience, abilities, personal attributes, potential and the need to achieve demographic representativity and a diverse workforce in the Public Service.

The principle of selection on merit is aimed at making provision for those who were discriminated against. This includes external candidates and certain categories of internal candidates. The principle of selection on merit implies that those who are already employed in the Department of Correctional Services from the previously disadvantaged groups must compete with those who have had opportunities for promotions before 1994. External candidates from the organisation must be given opportunities to compete for posts, based on ability and potential. The White Paper on Human Resource Management in the Public Service (1997:15) states that a number of principles must be applied when drawing up the selection procedures. These are discussed below.

5.8.1 Job-related selection criteria

First, job-related selection criteria should relate to the inherent requirements of the duties that are to be undertaken. The selection criterion in this situation is mainly based on the skills that are needed for a candidate to perform a task. In other words, for an employee to be in a position to perform certain tasks there is a requirement of specific skills. The requirement of skills should be included in the job requirements when a position is advertised.

Second, suitability should be assessed, including competencies gained from previous experience and training, interpersonal skills, decision-making capacity and learning potential, which indicate the capabilities of one candidate above that of others. The competencies may have been gained from experience, and are recognised through the Recognition of Prior Learning (RPL) principle, in situations where one can learn competencies through experience or exposure, or where hereditary and informally imparted knowledge has been acquired. Interpersonal skills as a selection criterion are also important for the flow of communication within an organisation. The selection criteria should also not leave out the ability of a candidate to make decisions wisely and quickly. The ability of a candidate to grow and develop within an organisation must also be taken into consideration when candidates are recruited. Candidates who have the potential to grow and develop must be catered for, in an organisation that is prone to innovation and development in the long run (Van der Waldt, Van Niekerk, Doyle, Knipe and Du Toit, 2001:334).

Third, educational qualifications should not solely predetermine suitability. In line with the third selection criterion, Recognition of Prior Learning is important to support the criterion in order to meet the objectives of the transformation process. It is a fact that learning does not only take place at educational institutions. Learning can take place in a home, in the work place and in the community that one lives in.

Recognition of Prior Learning may be considered a key principle in the implementation of competency-based training and assessment (Van der Waldt *et al.*, 2001:334).

Recognition of Prior Learning (RPL), coupled with the objectives of the National Qualification Framework (NQF), may provide access to lifelong learning, especially for members of previously disadvantaged groups. In order to achieve the aim of making education and training accessible to all, adjustments must be made in the education system to suit the current needs of the labour market.

Gerber, Nel, Van Dyk, Haasbroek, Schultz, Werner and Sono (2001:122) mention that the forerunner to the adjustment of the education system is the South African Qualifications Authority Act, 1995 (Act 58 of 1995). The purpose of the Act is to pursue the objectives of the National Qualifications Framework. The objectives of the NQF may support the selection criterion by recognising the skills and competencies acquired through the Recognition of Prior Learning. The most relevant objective of the NQF, for the purposes of this study, is that of facilitating access and mobility within education, training and career pathing (Gerber *et al.*, 2001:122).

Fourthly, the criteria should not be used to undermine the goal of attaining representativity and the advancement of previously disadvantaged groups in the organisation.

5.8.2 Fairness

Fairness implies that the selection process must not discriminate against external or internal applicants on the grounds of race, colour, gender, disability, age, religion, belief, culture, marital status, sexual orientation, pregnancy, domestic circumstances or any arbitrary criteria in terms of the White Paper on Human Resource Management in the Public Service (1997:19).

5.8.3 Equity

A minimum of three panellists should conduct the selection process. The chairperson should ensure fairness and objectivity to ensure that blacks, women and the disabled are not discriminated against. The same criteria should be applied to all applicants and there should be no bias. A normal selection procedure should consist of an interview and a pre-interview, a short-listing for a large number of applicants which is fair and reasonable to all candidates (White Paper on Human Resource Management in the Public Service, 1997:19).

5.8.4 Transparency

Transparency proves the fairness of the selection process. There should be reasonable access to records, the selection criteria and the assessment (marking) of individual candidates and the decision (White Paper on Human Resource Management in the Public Service, 1997:19).

The next section elucidates the selection process as practised in the Department of Correctional Services.

5.9 SELECTION IN THE DEPARTMENT OF CORRECTIONAL SERVICES

The Department of Correctional Services, like any other State Department, must recognise the principle of establishing a personnel corps that is broadly representative of the South African demography, also within the staff of the Pretoria Central Prison. In 1998, approximately 29 000 staff members were employed by the Department of Correctional Services, of these 60% were black and/or coloureds or Asians and 40% were whites according to the document entitled “The South African Department of Correctional Services...into the millennium and beyond”, (1998: 4).

The selection process is important in three ways: **first**, it establishes a link between the organisation, the job and the employee. **Second**, in order for an organisation to function, it requires an applicant to perform a task. **Third**, in order to perform a particular task, the employee needs skills, experience and qualifications.

In order to achieve the best fit between the three (the organisation, the job and the applicant), applicants must have certain skills, experience and/or qualifications and the ability to perform a task.

It can thus be concluded those skills; experience, qualifications and ability can create a match between the organisation, the job and the applicant in such a way that a match can lead to a chance of meeting the objectives of the organisation.

With regard to factors that influence selection, the Pretoria Central Prison, like any other State Department, must comply with Government regulations to redress the imbalances of past discrimination. Selection must be based on equity for all racial groups, both genders and the disabled. The Pretoria Central Prison must consider the requirements for a match between candidates' potential and the job requirements, irrespective of race, colour or religion. Those who do not match the task but match the representativity of the profile required must be given opportunities to receive training that will enable them to perform as required.

The Employment Equity Act, 1998 (Act 55 of 1998) made provision for the Public Service to recruit 2% of its staff among the disabled persons by the year 2000, while the Department of Correctional Services' disability policy targets a 2% representation of the disabled by 2004.

In the past, disabled persons were not selected, because they require special equipment and infrastructure and hence most organisations did not consider them, even if they could perform the duties required for a particular post (Department of Correctional Services: Employment Equity Policy, 1998:9).

In order for the Department of Correctional Services to meet the requirements set out in government policy and legislation, the Department must take positive measures in order to increase the representation of people with disabilities.

In its Disability Awareness Training document (1999:15) the Department of Correctional Services adopted the following principles to afford the disabled more employment opportunities:

- a) Every candidate with a disability, who meets the minimum requirements, is guaranteed an interview.
- b) There is regular consultation on the needs of disabled persons in the workplace.
- c) Employees are retained when they become disabled. A deficiency is noted and transfers will be an alternative to positions suitable in view of their deficiencies.
- d) The Department continuously improves the knowledge of employees about persons with disabilities as well as their respective needs.

In the context of transformation, prison personnel must be selected on the basis of the principle of fairness. No discrimination should occur on the basis of race, colour, gender, disability, religion, merit, status, sexual orientation, pregnancy, and domestic circumstances (Department of Correctional Services: Employment Equity Policy, 1998: 9).

“Interviews in the Department will be used to test only the existence of the requisite skills and the potential to acquire those on the job. Qualifications will only be taken into account when there are statutory requirements on specialised posts. When candidates with disabilities are invited for interviews, their specific needs will be assessed in advance, i.e. the use of an interpreter”(Department of Correctional Services: Equity Policy, 1999: 7).

It can be deduced that the Department of Correctional Services has established a policy which is aligned with the requirements of the Labour Relations Act, 1995 (Act 55 of 1995) by recognising the needs of the disabled.

5.10 CONCLUSION

To conclude, selection methods, procedures and techniques are applicable in the transformation context, as long as they address elements of equity with regard to previously disadvantaged candidates.

The White Paper on Human Resource Management in the Public Service (1997) emphasises selection on merit in order for personnel of the highest calibre to be recruited and for provision to be made for those who were discriminated against in the past. The principle of selection on merit is a job-related criterion, including: fairness, equity and transparency.

Selection interviews must grant people with disabilities employment if they meet the requirements. The disabled must also be consulted on their needs at the workplace on a regular basis; alternatives must be found for those who become disabled in an institution and awareness among employees about persons with disabilities must be improved. In this regard the Department of Correctional Services is in a position to retain its staff.

The Department of Correctional Services as a public institution must maintain its human resources by using effective ways to achieve the goals of transformation. Effective ways to maintain personnel are discussed in the next chapters, including career development, promotions, transfers and training and development. The next chapter focuses on the maintenance of personnel in an organisation.

CHAPTER 6

HUMAN RESOURCES MAINTENANCE

6.1 INTRODUCTION

It is not only important to provide human resources, but it is also important to ensure the retention of such assets. The Department of Correctional Services cannot recruit candidates with the necessary potential and capabilities without ensuring that they are retained. The Department will benefit if candidates with outstanding performance are retained. In order to retain employees, who achieve outstanding performance, it is the responsibility of the Department to ensure that such employees are identified. A system must be developed and implemented to make employees aware of the values of the Department and the high level of performance required from them. The Department's recruitment strategy must be developed to ensure that outstanding performance is maintained (Department of Correctional Services: Human Resource Strategy, 2002: 4).

The main purpose of the maintenance of staff is to ensure that staff turnover is minimised in every way possible. Staff turnover has implications in terms of a loss of skills, the cost of new recruitment and the training of personnel. There are several ways to maintain human resources, through human resources activities. The human resources activities related to personnel maintenance considered in this study are to allow employee mobility to implement, career management and to provide for training and development. The latter activity will be discussed in Chapter 6.

Promotion is a process that follows on from staff provision in the Department of Correctional Services. Promotion in the context of transformation must also be aimed at achieving representativity of blacks, females and the disabled in senior and managerial positions by giving them preference.

According to Andrews (1993:30), the merit career system was designed to afford individuals an opportunity to “grow” and develop to meet the self-realisation need. Transfers and promotion are personnel activities, which enable top management to fill senior positions with the most suitable candidates. Transfers and promotions can also be used to fill posts to realise an organisation’s objectives. Promotion plays an important role for some individuals, in that it goes with increased prestige, higher financial rewards and more and better benefits.

Transfer, in the context of the study, is mainly aimed at establishing equity in some sections of a department, which is not representative of the South African demography. If, after the process of recruitment, selection and promotion of personnel, there is still no representativity in a department or unit, there must be a transfer of personnel from units or sections where one group is over-represented to ones where there is no representativity.

This chapter focuses on aspects related to personnel maintenance. Career management is one of the aspects, which may result in employee mobility in the Public Service in general and in the Department of Correctional Services in particular. Employee mobility refers to activities related to the retention of personnel in the institution. Two aspects related to employee mobility discussed below are promotion and a transfer of personnel.

6.2 CAREER DEVELOPMENT

Career development is one of the activities of human resources maintenance aimed at by organisations to ensure that employees obtain the qualifications and experience needed by the organisation to realise its goals (Gerber, Nel, Van Dyk, Haasbroek, Schultz, Werner and Sono, 2001:505).

This implies that the Department of Correctional Services should ensure that employees obtain the relevant experience and qualifications to address the imbalances of the past. In particular the Pretoria Central Prison should establish Career Development Programmes and be committed to achieving the goals of transformation.

Gerber *et al.* (2001:505) mention four sequences of Career Development: the **first** sequence is initiated by the job itself. This happens when a career develops as a result of the challenges and tasks that the employee needs to master in performing his/her duties. Learning through experience is more effective than formal learning. The **second** sequence occurs when different skills are required to perform different jobs as a result of senior and junior posts in an organisation. In this regard, development can take place as a result of an employee's performing tasks and responsibilities for which he/she does not yet have the necessary skills. Development happens when the employee learns the required skills while doing the job. The **third** sequence occurs when an employee is transferred to acquire the relevant and necessary skills and knowledge for a further promotion. The **fourth** sequence is a rationale that may enhance the development of particular skills for an employee for a chosen target job. Where a particular job requires particular skills, it is useful to choose a series of tasks that will enhance those skills (Gerber *et al.* 2001:505).

The main reason for a Career Development Programme is to establish a match between the employee's needs, abilities and goals and the needs of the organisation, so that both the employer and the employee benefits. Opportunities must be provided to ensure that employees control their own careers. In turn, the institution should place the right employees in the right positions. Employees must be encouraged to learn new skills to reduce turnover and must be placed in posts that fit their ambitions and personal talents. Career Management can be divided into career planning and career development (Du Toit, Knipe, Van Niekerk, Van der Waldt and Doyle, 2002:177).

It is by means of career development that those who belong to the Historically Disadvantaged Groups can be encouraged to grow and participate in development activities that are equitable, for the purposes of achieving a representative workforce in the Pretoria Central Prison. Blacks, women and the disabled may be encouraged to identify their strengths in order for them to be trained and to be given the experience relevant to their potential in the workforce.

6.2.1 Career Planning

In Career Planning an employee sets certain career priorities, by comparing his/her behaviour and attitudes to those of employees who have already succeeded in that career. An employee will then be in a position to make a choice regarding the type of job for which he/she is suited on the basis of his/her strong points. The relevant training and good mentorship to guide employees should be coupled to the strengths of employees. Employees should provide the organisation with information on their capabilities regarding the job.

It was indicated in the definition of Career Development in the introductory chapter that both the employee and the employer must benefit from Career Development. "Institutions realise that it is in their best interests to improve the employee's quality of worklife in order to reduce turnover and improve job performance. It is to the advantage of any institution to retain productive and efficient employees for as long as possible. Ideally, there should be sufficient opportunities and promotion possibilities to enable employees to remain with their employer for the duration of their working life" (Du Toit, Knipe, van Niekerk, van Der Waldt and Doyle, 2002:178).

In the context of this study, this implies that well-managed careers and plans can be of benefit in achieving the goal of transforming the staff complement of the Pretoria Central Prison. Transformation can improve the quality of their work life for members of the Historically Disadvantaged Groups.

The working lives of blacks, women and the disabled may be improved by making a point of retaining them as staff members in the Pretoria Central Prison, of improving their performance and of opening up opportunities for them to be promoted to senior managerial positions.

6.3 PROMOTION

According to the White Paper on Human Resource Management in the Public Service (1997:23), promotion may no longer be a matter of being recommended by a supervisor without taking merit into consideration. The procedure for promotion should not involve being promoted overnight or be based on favouritism.

Promotion should be based on the principles of competition. An employee should be promoted only if she/he applies for a post successfully and competes for a vacant post with others. Seniority in terms of service is no longer the sole criterion to grant an employee an opportunity to be promoted. If an individual applies for a post, he/she will need to present performance reports in order to establish whether the applicant is capable of doing the job that he or she applied for (White Paper on Human Resource Management in the Public Service, 1997:24). In other words, in order to be promoted, candidates must compete for a post through interviews. Merit should also be taken into consideration, as opposed to seniority without new abilities and capabilities. Furthermore, members of previously disadvantaged groups should be given preference if they qualify for promotion to a particular post.

It can be inferred that promotion in Public Institutions, including the Department of Correctional Services, must be based on open competition. Competition in the context of transformation must be between those who belong to the Historically Disadvantaged Groups and those who have had the advantage of being recruited to the Public Service before 1994.

If seniority were the main consideration in promotions, it would not favour blacks, females and the disabled, but would favour certain males and those who used to benefit from the segregation system before 1994. Those who benefited from the segregation system would continue to occupy senior positions.

The objective in filling a promotional post is to obtain a sufficient number of well-qualified candidates from whom to make a selection. If there is an adequate number of required candidates, the organisation could avoid the recruitment of outsiders. The morale of employees who are already employed in an organisation can be affected if outsiders who are well qualified are considered as opposed to those already employed (Cheminais, Bayat and Van der Waldt, 1998: 100).

There must be a balance between internal and external recruitment. On the one hand, the appointment of qualified and skilled candidates from outside the organisation can lead to new points of view and innovation in an institution. On the other hand, internal promotion can save the cost of training. In terms of internal and external promotion, it is also important to see to it that all the employees in the institution are satisfied, since satisfied workers promote high productivity (Cheminais *et al.*, 1998:99).

It is a requirement of the promotion policy of the Public Service that management consider an employee's performance. In some instances, mediators can be called on to resolve conflict with regard to aspects relating to promotions. In most instances, conflict arises in cases where there are too many similarities between applicants who have the same ability, capabilities and competency. In cases where the decision about which applicant to take is difficult, mediators normally consider seniority in terms of service (Gerber, van Dyk, Haasbroek, Schultz, Sono and Werner, 2001:242).

Cheminais, Bayat and Van Der Waldt (1998:100) indicate two advantages of promotion from within the institution. These advantages are that the institution already has information on the candidate to be promoted and that the employee is familiar with the organisational culture. There is also already a relationship with colleagues. It can be concluded that internal promotion is cost effective and saves time. However, internal promotion may not be favourable (in terms of the focus of the study) if it does not promote a policy of affirmative action and equal employment opportunities.

The goals of transformation may be achieved by tapping external expertise to fill senior positions to address the imbalances of the past. If the objective is to increase personnel representativity in the Pretoria Central Prison, the morale of employees need not be taken into consideration too much when it comes to external recruits. It is true that the satisfaction of existing employees promotes productivity, but it is also important to educate employees about achieving the goals of transformation by making the Public Service representative of the country's demography. Internal promotion can thus disadvantage blacks, females and the disabled, since very few of them occupied senior positions or were employed by the Department of Correctional Services before.

According to Cheminais, Bayat and Van Der Walddt (1998:99) there are several bases and reasons for promotion. These are discussed below.

a) Reasons for promotion

Promotion is an important motivating factor in stimulating work performance and improving productivity in the institution. Promotion may also provide employees with opportunities to develop and may advance ways of doing more challenging and interesting work for improved remuneration and better working conditions, since advancement leads to higher productivity (Cheminais, Bayat and Van Der Walddt, 1998:99). However, the focus of the study is promotion mainly to increase the representativity in terms of blacks, women and the disabled in the top management echelons of the Public Service.

Discriminatory legislation was repealed to allow previously disadvantaged groups opportunities to be employed in senior positions. The procedures for promotion had to be reformed to achieve effective and efficient service delivery. The previously disadvantaged groups must be provided with opportunities to develop their careers and experience to achieve a balance in senior positions. Blacks, women and disabled persons must be given preference when there is a need for promotion.

b) Basis for promotion

Promotion in the Public Service can be based either be seniority or on competence. At certain instances, promotion can be based on a combination of seniority and merit. According to Cheminais *et al.* (1998:98), promotion on merit is more desirable from a motivational and development point of view. Employees may perform better in order to demonstrate ability or merit.

Merit promotions are based on managerial judgement and usually result from appraisals.

In lower level jobs, where unions or public policy are involved, seniority is increasingly the basis for promotion, since seniority is more objective and does not lead to personal conflict.

Where seniority in terms of service is a basis for promotion, one can argue about whether the person with the longest service is necessarily the most competent or whether newer employee may be. The other argument is whether new employees who do not automatically qualify for better positions due to seniority will be motivated to improve their performance (Cheminais *et al.*, 1998:98).

According to Cheminais *et al.* (1998: 98), promotion should be a reward to encourage employees who make a successful effort to increase their knowledge and skills and maintain high productivity. However, seniority should be considered when the qualifications of two candidates for a better position are equal.

It can be concluded in the context of the study that promotion must be based on competence and potential. Basing promotion on seniority can disadvantage those who were discriminated against by discriminatory policies in the past. However, in exceptional cases where there is a need for promotion and candidates have similar qualifications and potential, seniority must be taken into consideration.

The promotion policy of the Department of Correctional Services as set out in the White Paper on the Policy of the Department of Correctional Services in the New South Africa (1994:20) considers available vacancies, the principle of merit and efficiency with regard to a member's qualifications, levels of training and suitability.

The aim of the principle of merit and efficiency is to promote the most suitable person in terms of the requirements of the post and personnel specifications.

The Department of Correctional Services' promotional policy, also stipulates the following principles:

- i. The potential to function effectively at the next management level.
- ii. The effecting of a change of the organisational culture which will lead to greater efficiency.
- iii. Support of the mission, strategies and values of the Department.

It can be deduced that promotion must not be reserved for a certain group of people. No one must be discriminated against as a result of gender, race or disability. Where there is a post to be filled, every employee who is due for promotion must be considered for promotion, regardless of whether he/she is black, a woman or disabled.

6.3.1 Promotion policy in the Department of Correctional Services

The Department of Correctional Services has established new guidelines set out in a promotion policy for the handling promotions. These guidelines are based on the broad principles contained in the Public Service Staff Code Chapter B, the Departmental Bargaining Chamber resolutions and the Departmental Policy that were communicated by means of letters and fax transmissions (Department of Correctional Services: Promotion Policy, 1999: 2).

Personnel in the Department of Correctional Services are obliged to undergo an assessment procedure before promotions can take place.

The assessment is done to determine their relative competency. The assessment serves as an aid to the following:

- a) To determine promotional ability and acceptability for a higher rank or post.
- b) To determine whether the recognised achievement delivered by personnel may be considered by merit awards.
- c) To transfer and place personnel correctly.
- d) To identify high-level management potential.
- e) To determine the training and development needs of underachievers.
- f) To implement corrective plans.

The assessment criteria are based on the principles of ability, merit, competency, potential, corrective action plans and the training and development of underachievers. Training and development to capacitate those who do not have the relevant expertise is stressed above and the principle of personnel assessment is discussed in detail below.

6.3.2 Principles of personnel assessment

Personnel assessment is an activity based on logical principles accompanied by sound judgement, objectivity and transparency. The officials involved in personnel evaluations have the same duty and responsibility towards all the candidates who are directly or indirectly influenced by their assessment (Department of Correctional Services: Promotion Policy, 1999: 2). The importance of assessment is discussed below:

First, it is essential that supervisors are familiar with the assessment procedures and all related prescribed policy measures. In this regard, ineffective assessment may result in ineffective and possibly unreliable outcomes and motivational recommendations (Department of Correctional Services: Promotion Policy, 1999: 2).

Second, the capabilities of an internal candidate must be assessed on the basis of continuous observation of his/her conduct and work. Reliable impressions are based on the facts of an assessment over a specific period that are consciously formed and can be classified. The requirements of satisfactory achievement in a rank or post must be taken into account (Department of Correctional Services: Promotion Policy, 1999: 2).

It is cited in the Promotion Policy of the Department of Correctional Services (1999) that personnel assessment must be conducted to match the candidate's capabilities with the standard required by the job. In this regard an individual may be in a position to know how well he/she performs and on which aspects to improve within the limits of his/her capabilities (Department of Correctional Services: Promotion Policy, 1999: 2). Feedback on personnel assessment must occur by means of constructive personnel development, encouragement, appreciation, reprimands (if necessary) and assistance in the spirit of corrective advice.

6.3.3 Identifying candidates who qualify for promotion

The identification of officials who qualify for promotion in the Pretoria Central Prison is the sole responsibility of the Area Manager. A seniority list must be kept per rank or post level. Qualifying personnel on extended legislation must be accommodated in arrangements for assessment. There are two types of assessment, full scale merit assessment and quarterly assessment, discussed below.

a) Full scale merit assessment

An official must be given three months notice to prepare for full-scale merit assessment. Personnel can thus qualify for promotion after a specific minimum or maximum period in a rank (post) or salary leg.

Minimum and maximum periods may be determined by means of the promotional classification obtained (Department of Correctional Services: Guidelines for handling promotions, 1999: 3). The employee who is to be assessed is made aware of the assessment three months in advance. In most instances, an employee is expected to have served for a minimum of two years in a rank below the one he/she has applied for to get a promotion.

A higher merit assessment may require a shorter period in a particular rank or post or salary leg. In this instance, a quarterly assessment may serve as a basis for determining whether the candidate qualifies for a higher promotion classification. A full-scale merit assessment is carried out only in cases where the candidate qualifies for a higher promotion (Department of Correctional Services: Guidelines for handling promotions, 1999: 3).

b) Quarterly assessment

The purpose of a quarterly assessment is to determine during the year and/or at the end of the year under review whether an official meets performance requirements. The quarterly assessment also considers the requirement of giving feedback on achievement areas and/or deficiencies. The result of an assessment also serves as an aid for corrective action, placement and development (Department of Correctional Services: Guidelines for handling promotions, 1999:3).

6.3.4 Abridged assessment procedure

The abridged assessment procedure is applicable to officials who were subject to full-scale merit assessment in their current rank. The required level of moderation should allocate merit classification. The official's performance should still comply with the description of the previously allocated classification.

In considering the abridged assessment procedure, it must be determined whether change has taken place, which contradicts previous assessments in a higher or lower classification (Department of Correctional Services: Guidelines for handling promotions, 1999: 4).

The officials must also be made aware of the abridged procedures that are to be applied and the principles that are to be considered. In a case where an official appeals against the use of the abridged procedure and evidence is available to influence the previous merit classification, he or she must be subject to a full-scale merit assessment (Department of Correctional Services: Guidelines for handling promotions, 1999: 5).

6.3.5 Applicable experience

Applicable experience refers to a situation where an employee receives salary recognition. This is sometimes referred to as an anniversary salary increase in recognition of an employee's loyalty in serving the organisation. Applicable experience should also be considered when the minimum years of service of an employee are calculated (Department of Correctional Services: Guidelines for handling promotions, 1999: 5).

Seniority is determined by the actual date of appointment in or promotion to a rank or post. It is regarded as the date of entry to such a rank or post for seniority purposes. If an official is lowered in a rank or post, the date of his/her lowering in post is the date of re-entry to such a post and the effective date is considered to be the seniority date (Department of Correctional Services: Guidelines for handling promotions, 1999: 6).

In the case of interdepartmental transfers without interruption of service, the entry date to the post level at the official's previous department (which is equal to that of the Department of Correctional Services) is considered as the official's seniority date.

However, if an official resigns on the last day of a month from one department and starts the first day of the following month at the Department of Correctional Services, that is not regarded as an interdepartmental transfer (Department of Correctional Services: Guidelines for handling promotions, 1999: 6).

6.3.6 Types of promotion in the Department of Correctional Services

Two types of promotion are taken into consideration in the Department of Correctional Services, as discussed below:

a) Promotion to higher ranks

A vacancy is not needed for a promotion to a higher rank. Promotion is administratively effected on the first day of the month following that in which an employee has complied with all requirements. The promotion ability classification determines the period required in a rank. The preferred period for a person to be promoted is two years. Promotion to a higher rank is characterised by the fact that the nature and tasks or duties basically remain the same (Department of Correctional Services: Guidelines for handling promotions, 1999: 6).

It can be deduced that promotion to a higher rank does not require a vacancy. In the context of transformation, this type of promotion can thus benefit the members of Historically Disadvantaged Groups already employed by the Pretoria Central Prison. Blacks, women and the disabled who are already employed there can develop their careers and get recognition in terms of status on the job they already perform through a promotion to a higher rank.

Through recognition in terms of status and remuneration, the Pretoria Central Prison may thus be in a position to retain blacks and women who are currently employed, while striving to recruit the disabled and increasing the number of women and the disabled.

b) Promotion to higher posts

In the instance of a promotion to a higher post, unlike in the case of a promotion to a higher rank, vacancies are needed and promotions are effected from a date determined by the Commissioner of the Department of Correctional Services. A promotion to a higher post is characterised by the fact that it entails responsibility for tasks or duties on a higher level (Department of Correctional Services: Guidelines for handling promotions, 1999: 7).

The qualifying duties with regard to all interchangeable promotions are determined based on compliance with the promotion requirement, but prior knowledge or qualifications are normally required. If an official passes a particular examination or obtains recognised qualifications, promotion will be effected on the first day of the following month (Department of Correctional Services: Guidelines for handling promotions, 1999: 7).

In terms of the focus of the study, promotions to a higher post are more relevant in maintaining a balance in the representation of blacks, women and the disabled in senior managerial positions in the Pretoria Central Prison. Promotion to a higher post, unlike promotion to a higher rank, needs a vacancy. Vacancies may provide opportunities for designated groups to be appointed to higher posts with the aim of addressing past imbalances. Promotion to higher posts or ranks promotes external recruitment, promotion to a high post promotes external recruitment.

Promotions to a higher post provide opportunities to external recruits in the sense that vacancies need to be filled. If vacancies need to be filled, blacks, women and the disabled may be given opportunities to be recruited to senior managerial positions in the Pretoria Central Prison.

6.4 TRANSFER

A transfer is defined as the movement of personnel from one position to another whilst maintaining the same salary, status and responsibility as those in the position from which the transferred staff member was moved. A transfer is normally the movement of an official from one office to the other without interfering with the salary, status and responsibilities of the latter office. In certain instances, a transfer can include a change in pay or involve more responsibilities (Cheminais, Bayat and Van Der Waladt, 1998:93).

Cheminais *et al.* (1998:93) list two ways in which transfers are useful, namely greater job satisfaction for an employee and a contribution to the organisation's goals. Transfers allow employee mobility within an institution, based on greater capabilities shown by a performance rating than those required by the post held or in line with greater potential advancement. Transfers can have either a negative or a positive effect on a career. They may be negative in instances where a transfer is used for the purpose of punishment (Cheminais *et al.*, 1998: 94). Transfers are considered to be positive if an individual is promoted to a better salary and more responsibilities. Transfer (in terms of the focus of the study) must be aimed mainly at increasing demographic representativity in sections where there is insufficient representativity.

According to the Department of Correctional Services: Transfer Policy, (1998: 10) horizontal mobility by definition "refers to the redeployment or transfer of an official from one occupational class to another within the Department of Correctional Services". In principle, according to the Department of Correctional Services: Transfer Policy (1998:10), total horizontal mobility exists in the Department, on condition that translation or redeployment meets certain requirements. The requirements are that it is the organisation's interest that a vacancy exists and has been advertised and that entry requirements are complied with and there is an acceptance of a translation package.

There is a need for a policy on transfer according to which the personnel administrator makes recommendations for transfers and helps line managers to administer them effectively. The policy should state a careful job description and the analysis needed to establish avenues of transfer. Proper selection and placement procedures are required to prevent excessive transfers. Excessive transfers can be avoided when supervisors are well trained in selecting and placing personnel.

A transfer policy is important in the sense that it acts as a guideline on how to conduct transfers. A lack of a transfer policy may result in hesitation by employees in asking for transfers from a Department. Some supervisors may recommend transfers in order to get rid of ineffective workers rather than to improve their performance. According to Cheminais *et al.* (1998:94) a transfer policy must formulate the following:

- a) The circumstances under which a transfer takes place - the person transferred should be familiar with carrying out the duties required of him/her.
- b) Responsibility for initiating and approving transfers - the policy must state that the supervisor initiates the transfer or the employee is encouraged to request a transfer.
- c) The job to which a transfer will be made - the policy must address the amount of training required, the time required to demonstrate satisfactory job performance and the rate of pay to be given during the training period.
- d) The area or unit within which transfers will take place - the policy must state whether transfers should be made between sections, divisions or departments.
- e) Basis for transfers - it must be indicated whether a transfer is to the same shift or whether the job will take into consideration seniority, skill, competency, marital status and the number of dependants.
- f) The rate of pay or salary - it is important that the salary of a transferred employee is specified (Cheminais *et al.*, 1998:95).

A transfer policy must also be aimed at bringing about representativity of employees in sections or units where there is an overrepresentation of a particular race or gender. There must be greater job satisfaction for those who were previously underrepresented in the Department of Correctional Services. Transfers must contribute to achieving the goal of restructuring personnel. Members from the Historically Disadvantaged Groups (blacks, women and the disabled) who have the required capabilities must be transferred to units or sections from which discriminatory laws used to bar them.

6.4.1 Types of transfer

Transfers differ in terms of the places and purposes for which each is made. The transfer unit may be a work section and division or a department. Inter-departmental transfers are easier to arrange and require less training if job skills are comparable in each department than if the work is totally different.

Cheminais *et al.* (1998:95) and the White Paper on Human Resource Management in the Public Service (1997:12) point out the following types of transfer:

a) Production transfers

Production transfers result from labour requirements in jobs in which there are increasing vacancies through separations. Production transfers can also help prevent layoffs in another job. Another advantage of this type of transfer is that it prevents people from being employed in the same post for too long.

b) Replacement transfers

Replacement transfers also prevent layoffs and, in many instances, an employee is transferred to a similar job, usually in another department, replacing an employee with fewer years of experience.

c) Versatility transfers

Versatility transfers are normally used to prepare employees for production preparations or replacement transfers. They ensure flexibility of operations and are necessary as part of a retraining programme.

d) Shift transfers

Shift transfers take place where there is more than one shift on the job and shift assignments are not rotating. Transfers may be made from one shift to another for the same type of work.

e) Remedial transfers

Remedial transfers normally take place when faulty placement and working conditions lead to ill health. This type of transfer also takes place in situations where an employee does not get along with supervisors and other employees in a department.

f) Lateral transfers

Lateral transfers are important to promote effectiveness and different employee jobs within departments or within the Public Service as a whole.

g) Secondments, loans and exchanges

The Public Service encourages greater mobility of personnel within the Public Service, as well as amongst other sectors and external organisations.

The employer or employee may propose secondment, loans or exchanges, provided that there is a clear and specific statement of interest. Furthermore, personnel should gain experience. This type of mobility is subject to the following principles stated in the White Paper on Human Resource Management in the Public Service, 1997:41):

- i. The employee remains subject to Public Service Regulations and the Code of Conduct.
- ii. The employee's existing financial position should be maintained.
- iii. The terms of the loan, exchange or secondment should be set out in a written agreement between the parent and the recipient organisation.
- iv. Exchanges may benefit the organisation; they should thus be maximised in order to improve service delivery.

In view of the above types of transfers, there are a number of principles that should be adhered in transferring employees from a section, division or department. Transfers can be used for the purposes of achieving the goals of transformation. In the Pretoria Central Prison, transfers have mainly taken place from the manufacturing and repairs division (known as the Workshop Division) since the process of transformation commenced. White employees mainly dominated the Workshop Division and there was a need to re-train staff transferred there from other sections of the Prison. The Historically Disadvantaged Groups can therefore be employed based on their abilities and skills, and transferred later on as they develop other skills and the experience required by the job.

6.4.2 Transfers from the Department of Correctional Services to other departments

The following procedure applies to transfers of officials to other departments: Head Office deals with the application for relocation to other State Departments. If a person is eligible for a transfer, there must be a written confirmation from the employee's Area Manager that there is no objection to the transfer.

The procedure of transfer to another department is as follows: **first**, the member should direct the application with all particulars to the Area Manager. **Second**, the Area Manager refers the application with his/her recommendations to Head Office. **Third**, Head Office takes up the transfer with the relevant department and feedback on the transfer is referred back to the Area Manager. It is also possible that an employee may resign from a particular department and resume duty in another department. In this regard there is no interruption of service, and the mobility is regarded as a transfer. The employee's pension benefits are relocated to the new department (Department of Correctional Services: Transfer Policy, 1998:10).

6.5 CONCLUSION

The focus of this chapter was on human resources maintenance. Career Development, promotions and transfers were elucidated. In the context of the study, it is clear that the Historically Disadvantaged Groups must be retained, while increasing their representativity. The **first** aspect elucidated in the chapter was Career Development, which aims to develop the skills and potential of members from the Historically Disadvantaged Groups. The designated groups may be allowed to perform challenging tasks that they can master and develop their careers. The designated groups may learn challenging skills through experience.

The **second** aspect elucidated in the chapter was promotion. According to the White Paper on Human Resource Management in the Public Service (1997:29), the sole criterion for promotion should no longer be seniority and being appointed by a supervisor to a promotional post, but employees must compete for posts. Promotion can stimulate work performance and improve output in an institution. Promotion can be used to achieve equilibrium in the representativity of the Historically Disadvantaged Groups in senior positions.

Promotion may advance an employee to a better job or position, greater responsibilities, more status, enhancing the acquisition of greater skill and leading to a higher rate of pay or salary. Working hours, location and conditions of service are also improved by promotion.

The promotion policy of the Department of Correctional Services considers available vacancies, merit and efficiency. In this regard, suitable candidates can be considered for promotion, in line with the White Paper on Human Resource Management in the Public Service (1997). Promotion provides one with the opportunity to advance and develop within an organisation.

The promotional principles serve to move personnel to available vacancies, taking into account length of service requirements and merit and/or competency. The Department is committed to the transformation of its personnel composition to reflect the country's demography as much as possible. Eligible candidates for promotion are identified, based on a full-scale merit assessment and quarterly assessments.

The **third** aspect explained in the chapter was the transfer of personnel. There is a need for a transfer policy to help line managers with transfer procedures. Proper selection and placement procedures can prevent excessive transfers. Training can prepare those engaged in the transfer process to make successful transfers and enable supervisors to administer the process.

Training and development as a way of ensuring human resources maintenance are discussed in the next chapter to explain the importance of training to achieve the goals of transformation.

CHAPTER 7

EDUCATION, TRAINING AND DEVELOPMENT OF PERSONNEL

7.1 INTRODUCTION

The demand for expertise and skills in the higher echelons of management requires the Department of Correctional Services to capacitate existing employees through education, training and development in order for them to acquire the necessary qualifications and skills. The Department also recruits personnel with some of the necessary skills and knowledge and adds to that by conducting focused training courses.

In the past blacks, women and the disabled were not only excluded from many employment opportunities, but they were also not given many opportunities to occupy senior managerial positions. In order to achieve the goals of transformation in the Department of Correctional Services, there is a need to train and develop those who were previously disadvantaged.

Recruiting new entrants and retraining and developing existing staff can achieve the objective of a demographically representative personnel corps. Those to be recruited must be as qualified as possible and must be offered the necessary training required at the upper management echelon.

It is a policy of the Department of Correctional Services that, in its attempt to develop the management capacity needed, it will only consider external appointments if a vacancy must be filled urgently and there is no suitable candidate available internally. The Department of Correctional Services is aware of perceptions and expectations at the junior staff level that promotions will occur within a short time, regardless of merit, skills, qualifications and competitiveness, irrespective of race.

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) mandates the Department of Correctional Services to honour a commitment to train and promote employees without tokenism and without jeopardising the competency of the Government. It is the policy of the Department to develop its personnel optimally (taking into consideration a balance in race, gender and disability) through education and individual working abilities, in order to provide for the needs of the Department. The training process of the Department is evaluated from time to time to ensure that it is in line with organisational demands and community expectations.

The Department of Correctional Services develops and trains staff. The responsibility of development also lies with the staff to develop themselves through opportunities created by the Department. Personnel are encouraged to obtain higher qualifications because they are granted bursaries and interest-free loans. In addition, the Department has also established a national training committee to which representation from tertiary institutions and other specialists in the fields of Human Resources Development and the Labour Unions are co-opted. Officers and members from all levels of the Department serve on a committee, which plays an advisory role, taking care of aspects relating to training and human resources development.

7.2 TRAINING STRATEGIC OBJECTIVES

The National Training and Strategic Objectives have long-term aims. The **first** long-term aim is to equip the workforce, including people with disabilities, with the skills, values and attitudes required to support the development of the economy. The **second** is to optimise the training capacity of employees by means of bridging training, job and learning skills, as well as further training.

The **third** aim is to design a qualification structure for training, to be administered by a certification body in order to ensure acceptable training standards. The **fourth** aim is to develop a professional multi-skilled training corps. The **fifth** aim is to determine the needs and requirements of the working milieu, to formulate these clearly and submit them to the formal education sector.

The purpose of education, training and development is to develop all personnel by adding and developing management and functional knowledge and skills and by modifying attitudes in order to ensure the optimisation of potential within a short time.

According to the White Paper on the Transformation of the Public Service (1995: 81), human resources need to be developed at both the national and the provincial levels of government in order to balance the needs of employees, the job and the organisation. Moreover, human resources development must help employees to reach their desired level of satisfaction and performance. There are institutions that educate and train human resources in order to advance them. Public Service Education and Training is used to educate and train public servants. It is through education and training that Government can develop the professional capabilities of public servants and achieve institutional change. Educated personnel can be more productive and analytical in performing their tasks, and training can contribute to the development of personnel in the ways discussed below.

a) Empowerment of public servants

It cannot be denied that training can play a major role as far as the performance of public servants is concerned. Training can equip personnel from the lower to the upper echelons of the Public Service with skills and knowledge. Personnel with skills and knowledge can perform their tasks in a more competent way and carry out tasks in a more accountable and effective way.

Employees with skills can thus pursue the new vision and mission of the Public Service as set out in the White Paper on the Transformation of the Public Service (1995: 83).

Moreover, problem-solving skills, innovative skills and leadership skills for open participation in management, team building and decision-making should accompany occupational, technical and professional skills (White Paper on the Transformation of the Public Service, 1995:83).

b) Development of professionalism and representation

The Department of Correctional Services considers human resources training and development to be critical to its employment equity plan. Human resources development strategies must be linked to recruitment strategies to ensure that there are effective skills development programmes. The skill development programmes must be competency-based, demand-led and needs based. It is advisable to link human resources development to Departmental strategy in order to equip staff members with the necessary skills and training to respond to the process of transforming the Pretoria Central Prison, for example. Training can increase demographic representativity in the Public Service. Furthermore, training can equip public servants with new ways to acquire the knowledge and skills they need to implement the process of change (Department of Correctional Services Annual Report, 1999: 35).

c) Understanding the needs of the community service

It is essential for public servants to have the capacity to understand the needs of the community. Hence, the **Batho Pele** campaign was launched. Public servants should receive training that will equip them to respond to the needs of the community they serve.

Training is linked to the Reconstruction and Development Programme for several reasons. The **first** reason is that training should be based on the needs of the society and be strategic, as opposed to formalistic and static, according to the (White Paper on the Transformation of the Public Service, 1995: 85).

In other words, those who receive training must be trained in order to address the needs of those they serve. In the context of transformation, training must be in the position to achieve the goals of transforming a workplace such as the Pretoria Central Prison.

Secondly, training inputs must be directly and dynamically linked to the institution-building and institution-transforming programmes of Public Sector organisations (White Paper on the Transformation of the Public Service, 1995: 85). In this regard, training in the Pretoria Central Prison must be linked to the transformation of personnel by increasing the representation of blacks, women and the disabled.

Thirdly, training must be linked to the policy-making process, as this defines both the context and strategic purpose of training. It was indicated in the paragraph above that training must be in line with the human resources activities of the organisation (White Paper on the Transformation of the Public Service, 1995:85). If training in the Pretoria Central Prison is in line with human resources activities such as recruitment, selection and promotion, training may achieve the strategic objectives of transforming personnel in the Pretoria Central Prison.

Fourthly, training must be viewed as an interactive process, involving trainers and learners, as well as practitioners from outside the Public Service. This implies that training must not only be provided by those employed by the Department to train personnel, but also by other institutions such as universities, colleges and technikons.

These institutions must also be given opportunities to train individuals for a career in the Public Service (White Paper on the Transformation of the Public Service, 1995: 85).

Fifthly, training must, in particular, be positively related to policies on recruitment, promotion, career progression and remuneration in the Public Service (White Paper on the Transformation of the Public Service, 1995:85).

In other words, the training received by individuals must be aimed at making the recruitment and promotion of the previously disadvantaged community possible. Training must open up career opportunities for blacks, women and the disabled. The representation of blacks, women and the disabled must be increased and their remuneration must be equitable in relation to that of those who have had the advantage of being employed in the Public Service in the past.

Sixthly, the position, role and value of trainers as human resources development specialists must be significantly redefined and enhanced. Trainers must be in a position to meet the present needs of transformation and to achieve the goal of transforming human resources in the Public Service. The role of trainers must be redefined in order to outlaw all discriminatory activities in the process of training personnel in the Public Service. The trainers must be educated about their redefined roles to suit the training needs of all South Africans. No one must be discriminated against as a result of race, gender or the nature of their disability. All must receive relevant training (White Paper on the Transformation of the Public Service, 1995:85).

Public servants should have a clear understanding of the needs of the community they serve. Training needs may be categorised according to the recipients of training and the need for flexible training described below.

i. Recipients of training in the Public Service

It is important that all public servants receive proper training, since the training of senior and middle management must be linked to the process of policy-making as defined by the White Paper on the Transformation of the Public Service (1995).

The training of employees must be linked to customer care and service delivery, the development of career paths, a re-organisation of the grading system and a rewriting of job descriptions to meet new skills and knowledge requirements.

ii. A need for flexible training programmes

There is a need to make training programmes more flexible than before in order to maximise workers' access to in-service training, including Adult Basic Education (ABET). In-service training needs to be linked to the National Qualification Framework (NQF) and Industry Training Boards. It is also important to link the training of public servants to the needs highlighted by the trade unions and proposed transformation forums and units.

In terms of the concerns examined in this study, in-service training is relevant to those who are already employed in the Pretoria Central Prison and are due for promotion, but who could not be promoted in the due to former discriminatory laws. Blacks, women and the disabled may be capacitated for promotion to senior managerial posts in the Pretoria Central Prison.

A link between In-service training, the National Qualification Framework (NQF) and Industry Training Boards can open up doors for recognised qualifications to be provided, including certificates based on the Recognition of Prior Learning (RPL). “The identification of training needs should take cognisance of the realities which exist in South Africa and include the Recognition of Prior Learning (RPL) although it often have no documented or certificate proof” (Gerber, Nel, Van Dyk, Haasbroek, Schultz, Werner and Sono, 2001:494).

RPL may bring the hope of employment opportunities to members of the Historically Disadvantaged Groups who have acquired capabilities outside formal learning. It is through RPL that skills, knowledge and abilities obtained through education, training, and work and life experience may be recognised (Gerber *et al.*, 2001:494).

Training is important to ensure that those who are employed or who intend to be employed in the Public Service are in a position to benefit from legislation related to the transformation of the Public Service. Those who have the capabilities and the potential to be trained can be promoted to meet the objectives of transformation.

d) Changing the value and status of training

For training to be an interactive process, there is a need to shift away from the dominance of “experts” in the learning process, while taking into consideration professional trainers in order to combine didactic and participatory methods of teaching and learning. There is a need to create a learner-centred training environment that will recognise and build upon the experience of trainers. The Public Service Commission, at both the national and the provincial levels of government, is responsible for ensuring that a proper policy on training is followed (White Paper on the Transformation of the Public Service, 1995: 85).

e) The need for external training provision

There is a need for external training since government cannot cope on its own in providing training. The government is open to the ongoing involvement of training organisations outside the Public Service in human resources development and capacity building (White Paper on the Transformation of the Public Service, 1995: 85).

Before the process of transformation, it was mainly the Public Training Institute (now SAMDI) that conducted public service training, while technikons and universities provided supplementary training (White Paper on the Transformation of the Public Service, 1995:85).

Tertiary institutions and non-governmental institutions still have a role to play in the training and development of personnel. The role of tertiary institutions and non-governmental institutions is highlighted below.

i. The role of tertiary institutions

In a post-1994 South Africa, the Government is committed to involving those tertiary institutions, which are considered to have been the disadvantaged institutions in restructuring the Public Service. The contribution of tertiary institutions may lead to social and cultural transformation of the Public Service. They may also contribute to education and training for the long term, and to formative training and learning programmes. Long-term training is more solid and valuable than that provided by short-term training programmes (White Paper on the Transformation of the Public Service, 1995: 86).

ii. The role of non- governmental organisations

The Government can learn about the needs of the community through Non- Governmental Organisations (NGOS) and Community Based Organisations (CBOS). These institutions may assist government by providing skills and training members of the community that may benefit from Public Service programmes (White Paper on the Transformation of the Public Service, 1995: 86).

The Public Service may also draw on applicants with skills and training provided by external training providers. Tertiary Institutions, NGO's and CBO's may provide skills and training that may also benefit the Pretoria Central Prison.

7.3 PERFORMANCE MANAGEMENT FOR TRAINING AND DEVELOPMENT

A basic principle was adopted by the Department of Correctional Services that all employees, from the most senior level to the most junior level, must get ongoing training as an integral part of their personal career development life. In June 1997, the Department took the decision to establish an academy for the training and development of personnel. The academy was formally established in 1999. The aim of the academy was to upgrade the knowledge and skills of staff by offering various training programmes. The academy identifies training needs in order to analyze and focus on the skills and knowledge actually required for service delivery in the Department of Correctional Services. In addition to these training needs, it is also necessary to determine the performance standards expected from Correctional Officials (Department of Correctional Services Annual Report, 1999:35).

In order for the Public Service to be successful in its attainment of operational and development goals, much depends on the efficiency and effectiveness of employees in the performance of their tasks. The expectations of employers with regard to employees promote performance management in human resources, since they are a key tool to human resources management by ensuring an understanding of the services that need to be provided. Management must know how well employees perform to ensure that the objectives of the organisation are met. Management must be able to identify and take steps to improve poor performance. It is not only poor performance that should be considered. Good performance must also be recognised and rewarded (White Paper on the Transformation of the Public Service, 1995:63).

Furthermore, performance management is important to assess the organisation and its employee's strengths and weaknesses in order to intervene where necessary. Poor performance can be improved through a training and development intervention such as career counselling, coaching and mentoring.

The White Paper on the Transformation of the Public Service (1995:63) considers human resources development to be one of the key aspects of the Reconstruction and Development Programme (RDP). The development of human resources in South Africa is central to the realisation of the RDP's strategic objectives. Human Resources Development in South African public institutions can be achieved if community organisations, the private sector, tertiary institutions and the state take joint responsibility for developing human resources (White Paper on the Transformation of the Public Service, 1995:63).

It is important to link training to other human resources activities in order to achieve the goal of making the Public Service representative of the country's demography with well-trained and well-educated individuals. The Pretoria Central Prison must achieve its transformation goals by capacitating those who did not previously have opportunities to receive the relevant training or employment.

It can be inferred that, for the proper provision, maintenance, training and development of human resources in the Public Service, human resources must be developed for effective service delivery. The recruited personnel need to be maintained and developed in order to improve service delivery by a non-racial South African Public Service. It will not really be helpful for the Pretoria Central Prison to recruit members of the Historically Disadvantaged Groups without giving them opportunities to develop and receive training and skills relevant to achieving the objectives of the Pretoria Central Prison.

7.4 HUMAN RESOURCES DEVELOPMENT POLICY FOR THE DEPARTMENT OF CORRECTIONAL SERVICES

Human Resources Development is the responsibility of the Human Resources Directorate within the Department of Correctional Services. The provision of the required knowledge and skills must mainly be based on meeting the Department's objectives on time. The strategy must also be founded on the following principles stipulated in the Department of Correctional Services: Human Resource Development Policy (1999):

- a) The systematic identification of learning needs, objectives and strategies at all levels.
- b) The investment of time and resources in areas vital to the mission and mandate of the Department.
- c) A strategic alliance with other Departments that share the same training needs.

Human Resources Development is vital in the sense that a strategy must be compiled in such a way that it equips employees with the skills they need in order to respond to a changing environment. In other words, the training should drive and direct change, rather than react to it.

Human Resources Development must thus be linked to the strategies of the employment equity plan (White Paper on the Transformation of the Public Service, 1995: 86).

The Department of Correctional Services must train its personnel in accordance with the principle adopted by the Government that, “all public servants, from the most senior to the most junior, require ongoing training as an integral part of their professional life” (Human Resource Development Policy of the Department of Correctional Services, 1999: 2). The Department of Correctional Services is a state department and must see to it that its personnel receive adequate training at all times.

The fundamental aim of the Human Resources Development Policy was to establish a clear vision and policy framework to guide the introduction and implementation of the policy. The aim in implementing the policy was to transform the Department of Correctional Services into a dynamic, needs-based and proactive organisation (Human Resource Development Policy of the Department of Correctional Service, 1999:10).

The White Paper on Public Service Training and Education (1995) recommends innovation, a change in direction and the operational management of Human Resource Development by cost. The policy concentrates on both formal and informal training (coaching, mentoring, work shadowing and job rotation, job enrichment and participation in multi-skilled projects).

The Department of Correctional Services recognises the fact that in the past people with disabilities were deprived of opportunities for accessing training, due to unfair discrimination. The Department therefore focuses on the training and development of persons with disabilities in order to create a pool of skilled persons with disabilities from which to appoint and promote.

Care is thus taken to ensure that both training and development avenues as well as training material are made accessible to disabled course participants (Human Resource Development Policy of the Department of Correctional Service, 1999: 11).

A data base of persons with disabilities is kept, based on race, age, gender, post held, rank as well as forms of accommodation of the unique needs of persons with disabilities employed in the Department (Department of Correctional Services: Policy on Persons with Disability, 1999: 4).

In the light of its database for the disabled, the Department of Correctional Services should be in a position to know the number of disabled persons employed. Careers for the disabled can thus prepare them for transfers and promotions as they develop and as they gain the experience and skills required for jobs in the Pretoria Central Prison.

The Department has developed a human resources strategy, which includes a skills development programme that is competency-based and needs-based. It is well understood that training and development must be inclusive in terms of the employment equity plan of the Department of Correctional Services, since is the life-blood of any viable employment equity plan. Human Resources Development Programmes can meet both the current and projected needs required by the Human Resources Directorate.

The core objective of the human resources development strategy is to provide the knowledge and skills people need in order to meet the objectives of the Department in time, (Human Resource Development Policy of the Department of Correctional Service, 1999:11).

7.5 TRAINING ASSISTANCE

The Head of Department of a section within the Department of Correctional Services may grant any financial or other assistance for any study, training or research (White Paper on the Policy of the Department of Correctional Services in the New South Africa, 1994:5).

The Commissioner may grant any financial or other assistance required for part-time or full-time activities at either local or international institutions. Assistance may be given for studies and training through short interactions, including short courses, congresses, symposia, seminars, conferences, workshops, lectures and study tours. The Commissioner may grant bursaries for higher education and training to both serving and prospective employees. Bursaries may also be allocated for general and further education and training to serving employees and their immediate dependants only, in terms of the White Paper on the Policy of the Department of Correctional Services in the New South Africa (1994:5).

The Department of Correctional Services has developed a formula in terms of which it is compulsory for budgets to contain a line item on training and development at the national and provincial level. The formula is based on agreed norms and standards in relation to the time available for training and development, a specified financial budget for training and development and a commitment to allocating 4% of the salary budget to training. The Department of Correctional Services as an employer is obliged to pay for the registration, subsistence, travelling allowance and accommodation of all people nominated to attend workshops, symposia, conferences and seminars.

7.6 TRAINING IMPLEMENTATION STRATEGY

The implementation strategy is based on targeted training and development. The Department of Correctional Services has considered the basic principles that Government has adopted with regard to public servants, at all levels, and the provision of ongoing training, as part of their integral life.

According to the White Paper on the Policy of the Department of Correctional Services in the New South Africa (1994:5), the training of workers must be linked to a new emphasis on customer care and service delivery, the development of career paths and a re-organisation of the grading system. A number of training targets were identified, including the induction and orientation of new lateral entrants to the Public Service. In the implementation of its training and development strategy, the Department of Correctional Services considered the following:

- a) The re-training and orientation of long-service officials, particularly at senior levels.
- b) The development of programmes in such crucial areas as policy management, strategic planning, change management, project management, leadership, organisational development, the management of change and diversity, to be targeted at senior, middle and junior managers.
- c) The targeting of training for the management and delivery of services in terms of the "Batho-Pele" White Paper.
- d) The widespread development of ABET and competency-based training for workers.
- e) The training and re-training of the disabled by the restructuring process, to enable them to take advantage of redeployment opportunities.
- f) The provision of accelerated and intensive skills training programmes for affirmative action opportunities.

- g) The provision of training in race and gender awareness, public service ethics, Constitutional Law and Human Rights.
- h) The training and retraining of trainers.

The focus in the implementation strategy on senior officials may benefit the Department of Correctional Services by providing employees with the skills and expertise needed to help in decisions to provide and maintain personnel. The strategy also looks at good customer care in the Public Service and the retraining of members of previously disadvantaged groups.

7.7 CONCLUSION

The Department of Correctional Services needs expertise and skills at the higher echelons of its hierarchy. The Department must therefore develop the existing personnel and train those who have the necessary skills and expertise to qualify to be appointed to senior positions.

The Department is obliged to train personnel in order to meet its need to promote blacks, women and the disabled to senior positions. Those who have both the education and the training needed are considered to be productive and analytical in performing their tasks.

The training of members of previously disadvantaged groups may increase their representation in senior positions in the Pretoria Central Prison. Recent training and development can provide knowledge and skills to personnel, in order for them to implement change. The Department of Correctional Services has a special budget to cater for the educational needs of its employees. There is also funding for training and developing staff through the attendance of workshops, conferences and symposia.

The Department of Correctional Services considers education providers such as the education sector, the community sector, the private sector, the public sector and institutional arrangements. Committees have been established within the Department to address consultative, advisory and operational issues at the national and provincial level.

CHAPTER 8

RESULTS OF THE STUDY

8.1 INTRODUCTION

In this chapter, the results of the field research are presented and discussed. The instruments used to collect the data were questionnaires and interviews with the Head of Personnel and Head of Prison at the Pretoria Central Prison. The questionnaires were distributed by the Liaison Officer to key role players in the rehabilitation of prisoners.

The researcher gathered data from a questionnaire completed by the officials. Tables and charts illustrate the data, which resulted from the investigation based on the percentages of the responses to the questions. The responses reveal whether there has been progress in achieving a representative workforce at the Pretoria Central Prison. The data were analysed with the assistance of a statistician at the Statomet Research Support Centre at the University of Pretoria. The questionnaire is attached to this report as Annexure A.

A total of 300 questionnaires was distributed to staff at the Pretoria Central Prison in July 2000 and was returned by September 2000. The data are based only on the 64 returned questionnaires, which was a 21% response rate. Interviews were held in March 2001 and September 2002 to update the information provided. It was possible to compile background on the personnel at the Pretoria Central Prison based on a limited number of responses, coupled with interviews held with the Head of the Personnel Department and the Head of Prison.

8.2 FINDINGS ON DEMOGRAPHIC REPRESENTATIVITY

There was a need for demographic representativity, since this criterion is one of the foundations of a non-racist, non-sexist and democratic society and a key principle for the achievement of a democratic South Africa. According to the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), the Public Service must be broadly representative of the country's demography. There must be representativity to achieve equitable service delivery in the Public Service. Before 1994 black people (Indians, Coloureds and Africans) were excluded from positions of influence in the State and public society. A small élite of blacks benefited from former Bantustans, but by 1995 the majority of senior posts were still occupied by whites. Blacks, women and persons with disabilities, irrespective of race or gender, were seldom found in any position of influence within the Public Service (White Paper on the Transformation of the Public Service, 1995: 86).

South Africa's history has shown the importance of representation on the basis of racial factors. "Africans" were not only under-represented, they were not appointed to senior positions in the Public Service. To meet new challenges, and to improve the quality and equity of service delivery, the Public Service must draw upon the skills and talents of all South Africans (White Paper on the Transformation of the Public Service, 1995: 86).

According to Kotze (1997), representativity must also reflect other important demographic features, such as gender, ethnicity, socio-economic class, age and religion. The point, for the purposes of this study, was to determine demographic representativity focusing on the previously disadvantaged groups (blacks, women and the disabled).

The demographic representativity at the Pretoria Central Prison was indicated by the sample results and interviews held with Mr. Makgaila, the Head of Personnel Pretoria Central Prison in March 2001, and Mr. Hlalethoa Head of Pretoria Central Prison and Mr. Tjiane, the Acting Head of Personnel in September 2002.

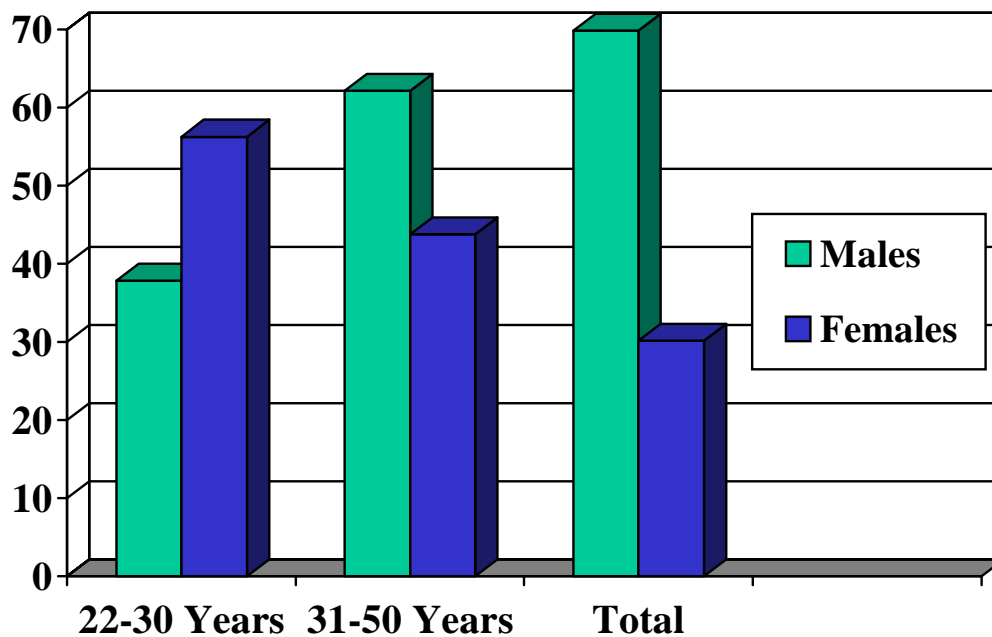
It was also important to review the material documents available and to conduct interviews to measure the progress in the achievement of representativity at the Pretoria Central Prison. This review of the demographic representativity at in the Pretoria Central Prison was achieved via interviews with the Head of the Pretoria Central Prison and the Acting Head Personnel: Pretoria Central Prison.

The recruitment of personnel to achieve broad representativity needs to consider the characteristics of personnel upon recruiting them. The social background and characteristics of employees important in providing information on the recruitment pool for personnel in the Pretoria Central Prison. The variables focused on included age, gender, race and educational background, work experience, the attitudes and perceptions of personnel with regard to transformation in the Pretoria Central Prison. **Table 8 .1** below illustrates the staff representation in terms of gender at the Pretoria Central Prison. As with all these results, the relating low response rate means that the results must be interpreted cautiously.

TABLE 8 .1: GENDER REPRESENTATION IN 2000

Age	Males %(n)	Females %(n)	Total %(n)
22- 30	37.84(14)	56.25 (9)	43.4(23)
31 - 50	62.16(23)	43.75(7)	56.6(30)
	N=37	N=16	N=53
	69.81(37)	30.19(9)	

Survey: (Pretoria Central, September 2000)

CHART 8.1: GENDER REPRESENTATION (PRETORIA CENTRAL PRISON, SEPTEMBER 2000)

In **table 8.1** working at the results were divided based on age group. There were more male respondents in the older age group (31-50), as compared to female respondents in September 2000. There were more female respondents in the younger age group, as compared to male respondents.

The results of the survey conducted in September 2000 indicated that there were more females in the younger age group, as opposed to males in the older age group. This suggest that there has been an increase in the representation of women, in particular those who entered employment at the Pretoria Central Prison in the last few years (**see Chart 8.1 and Table 8.1**).

The total number of personnel employed by the Pretoria Central Prison in September 2002 was 320.

Pers. Com.(2002) when Head of Prison and the Head of Personnel when asked about the demographic representativity in the top management structure of the Pretoria Central Prison, they indicated that the Area Manager (Director) is a black male. The Head of Prison and the Head of Personnel, Pretoria Central Prison, were black males in September 2002.

If all the questionnaires had been returned as expected and measured against the number of personnel actually employed by the Pretoria Central Prison, the distribution on 21 March 2001 was the following males 90,03% and females 9,97%(Tjjane, 2001:pers.com.).

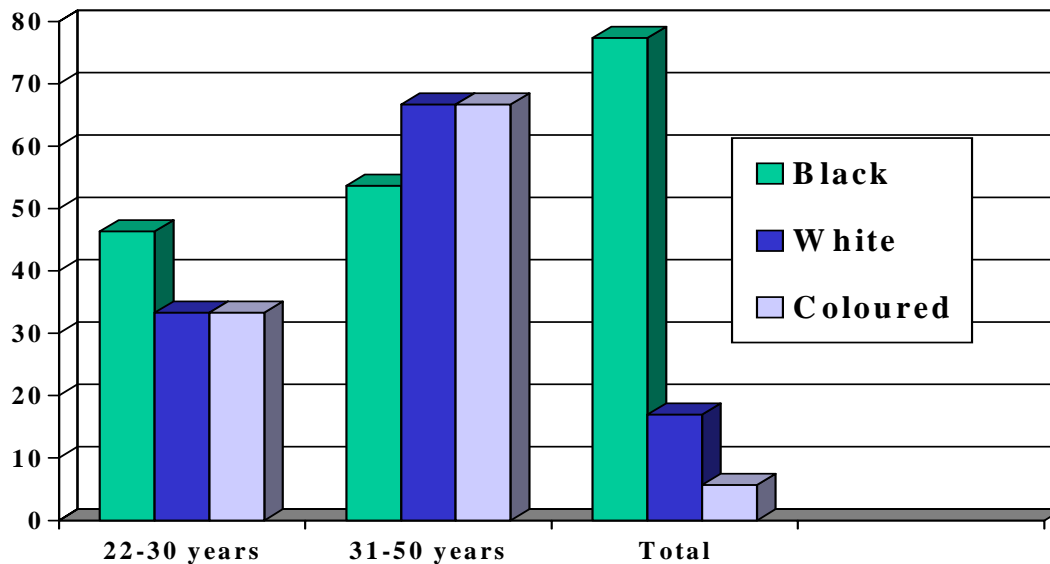
The Head of Pretoria Central Prison and the Head of the Personnel Department were male. This means that by March 2001 males still occupied the most senior positions at the Pretoria Central Prison. There were 30 females and 271 males employed at the Prison on 1 March 2001.

Based on the results the numbers of males and females employed at the Pretoria Central Prison, it showed that relatively little had been achieved in improving representativity regarding women employed at the Pretoria Central Prison.

TABLE: 8. 2 RACIAL REPRESENTATION IN 2000

Variable	Race			Total %(n)
	Black %(n)	White % (n)	Coloured % (n)	
22 – 30 years	46.34(19)	33.33(3)	33.33(1)	43.40(23)
31 – 50 years	53.66(22)	66.67(6)	66.67(2)	56.60(30)
Total	77.36(41)	16.98(9)	5.66(3)	100(53)

(Survey: Pretoria Central Prison, September 2000)

CHART 8.2: RACIAL REPRESENTATION BY AGE GROUP (September 2000)

The results in **Table 8.2** above show an equal percentage of white and coloured respondents in the 22 to 30 year age groups. There were more black respondents, as opposed to other racial groups.

In the 31 to 50 age groups, whites and coloureds were represented to an equal percentage, at 66.67%, with the percentage of blacks at 53.66%. The total percentage of coloureds and whites was a majority.

The results in **Table 8.2** suggest that whites and coloureds (who have been there longer) were the ones mostly employed before 1994, while younger blacks are now being employed in larger numbers to increase representation (**Table 8.2** and **Chart 8.2**). Indian employees are not reflected, as there were none in 2000.

There were older respondents included in the study, (a total of 56.60%) as opposed to younger respondents (a total of 43.40%). There were younger black respondents as compared to white and coloured respondents, indicating an increase in blacks employed in the younger age group.

In terms of racial representativity, one can conclude that the Pretoria Central Prison has made progress in the representation of blacks, as revealed by the study. Overall, most of the respondents to the study were black, (77.36%), indicating an above average percentage of black representation (see **Chart 8.2.**).

In this regard, the positive results of transformation are implied by the high representation of blacks in the study. The findings suggest that the Pretoria Central Prison has made a positive move to employ more blacks.

According to the Acting Head of Personnel in the Pretoria Central Prison, no Indians were employed at the Prison in September 2000, and up to and including September 2002. Hence no Indian were respondents obtained in the study (Tjiane, 2002:pers. Com.).

According to the Head of Personnel (2001:pers. Com.), there was only one semi-disabled person employed at the Pretoria Central Prison in March 2001. There were no quantifiable results at the Pretoria Central Prison based on plans for employing the disabled.

The problem with employing disabled persons at the Pretoria Central Prison was the lack of facilities for the disabled until March 2001 at least (see **Table 8.3.**)

TABLE 8.3: LACK OF AVAILABILITY OF FACILITIES FOR DISABLED PERSONS PER AGE GROUP

Variable(lack of available facilities)	Age		Total % (n)
	22-30 years % (n)	31-50 years % (n)	
No special light to alert the deaf and dumb to an emergency	66.67(8)	90(19)	87.9(27)
No ramps for people who use wheel-chairs	61.54(8)	75(15)	69.70(23)
No special toilets	75(9)	63.16(12)	67.74(21)
No special cars	66.67(8)	84.21(16)	77.42(24)

(Survey: Pretoria Central Prison, September 2000)

Table 8 .3 above shows that a total of 87.9% of the respondents in both the 22 to 30 year and the 31 to 50 year age groups indicated that there were no special facilities for persons with disabilities. The results confirm that there were no special facilities for the disabled at the Pretoria Central Prison by September 2000, as indicated by respondents in both age groups. There were no ramps for the disabled who use wheel-chairs, no flashing lights to alert the deaf and dumb in case of an emergency, and no special toilets or special cars for persons with disabilities.

With regard to the representation of the disabled, the Pretoria Central Prison had not made progress by September 2000. In order to reach the 2% targeted for disabled persons by the Department of Correctional Services, the Pretoria Central Prison has since considered plans for the construction of ramps and special toilets for the disabled.

The institution needed to install flashing lights to make the deaf and dumb aware of problems in an emergency.

There was also a need to purchase special cars to be used by the disabled. According to the Head of Personnel at the Pretoria Central Prison, there was a need to budget for facilities in order to achieve representativity of disabled persons and to cater for their needs (Makgaila, 2001:pers.com.). The Department of Correctional Services now has a policy on persons with disabilities and its a target to employ disabled people to constitute 2% of the total staff by the year 2004.

8.3 EDUCATIONAL BACKGROUND

Education, according to Kotze (1997:9), is an aspect of social stratification that can show a high correlation with managerial positions. In South Africa, the correlation between leadership positions and education emphasises status and access to educational institutions. The political history of South Africa, in particular apartheid, limited the social status of blacks and the disabled and their ability to access educational opportunities.

Until 1980, the different racial groups in South Africa received their education in different institutions. This educational isolation influenced representativity in posts that required specific qualifications and special skills.

According to the White Paper on the Transformation of the Public Service (1995), Affirmative Action programmes need to take into account the different levels of skills, qualifications and experience of potential Affirmative Action appointees. The main target groups for Affirmative Action programmes are blacks, women and people with disabilities.

Skilled and experienced persons from disadvantaged groups (blacks, women and the disabled) will need training before being fast-tracked into positions within middle management and especially to senior management.

Those with potential, but few skills, qualifications and little experience need to be exposed to and be accelerated to intensive training aimed at upward mobility and fast-tracking.

TABLE 8.4: EDUCATIONAL LEVEL AND GENDER

Qualifications	Male % (n)	Female % (n)	Total % (n)
Grade 10	2.17(1)	5.52(1)	3.13(2)
Grade 11	6.52(3)	0	4.69(3)
Grade 12	60.87(28)	61.11(11)	60.94(39)
Degree/Diploma	21.74(9)	27.78(5)	23.44(15)
Other	8.70(4)	5.56(1)	7.81(5)
Total	71.88(46)	28.13(18)	100(64)

(Survey: Pretoria Central Prison. September 2000)

Table 8.4 above shows the results of the survey conducted in September 2000 and compares the educational levels of male and female respondents. The results in **Table 8.4** reveal that the female respondents to the study hold better qualifications than the males. The majority of the respondents (84.38%) have a Grade 11 or higher qualification.

The female respondents included in the study had acquired better qualifications than the male respondents had. The higher level of qualifications among women should give them access to get employment opportunities in the senior and middle management positions that require skills and education qualifications.

Even though males dominate employment at the Pretoria Central Prison, the responses show that more of the female respondents had a post-matriculation educational background than their male colleagues did.

CHART 8.3: EDUCATIONAL LEVEL BY GENDER (Survey: Pretoria Central Prison, September 2000)

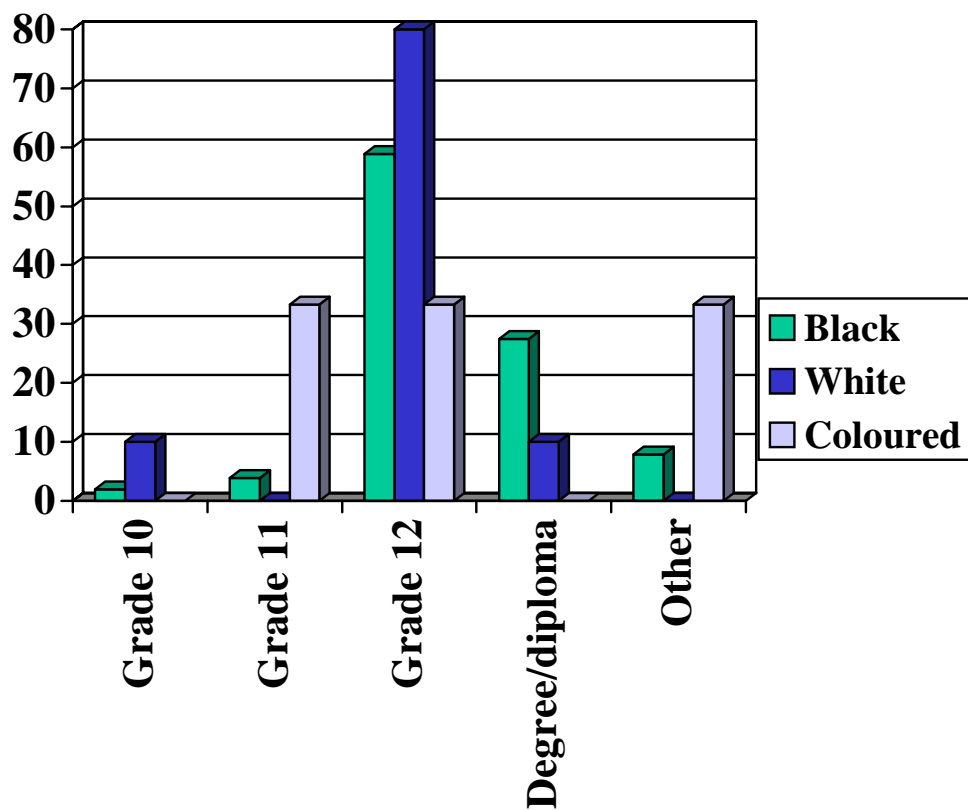


TABLE 8.5: EDUCATIONAL AND RACIAL GROUPS

Educational level	Black %(n)	White %(n)	Coloured %(n)	Total %(n)
Grade 10	1.96(1)	9(1)	0	3.13(2)
Grade 11	3.92(2)	0	33.33(1)	4.69(3)
Grade 12	58.82(30)	80(8)	33.33(1)	60.94(39)
Degree/Diploma	27.45(14)	9(1)	0	23.44(15)
Other	7.84(4)	0	33.33(1)	7.81(5)
Total	79.69(51)	15.63(9)	4.69(3)	90(64)

(Survey: Pretoria Central Prison, September 2000)

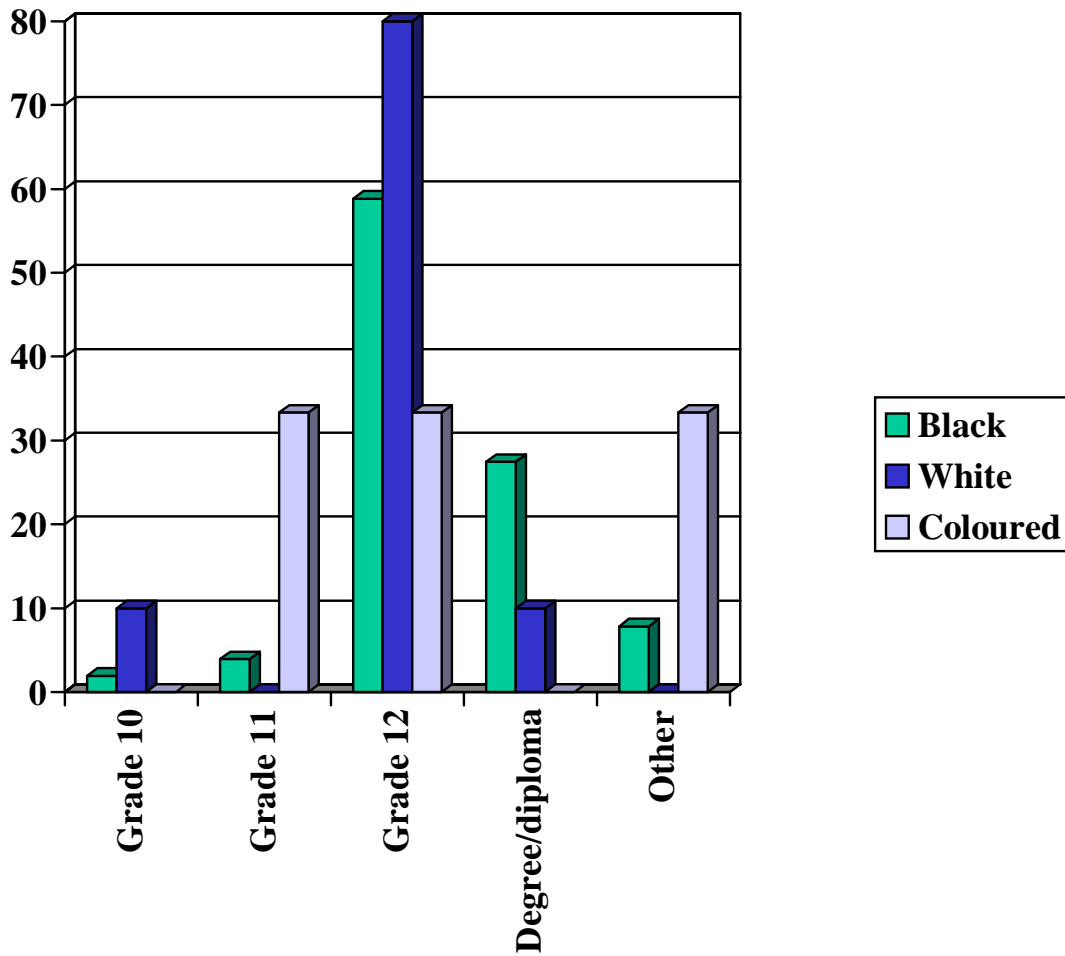
The results show that most respondents had a Grade 12 in all racial groups. The highest numbers of respondents who had a Grade 12 are whites at (80%), followed by blacks at (58.82%) and then coloureds at (33.33%). More black respondents had tertiary qualifications than respondents of other races did. Fewer than 9% of respondents hold other qualifications and very few in any racial group hold qualifications below Grade 12 (see **Table 8.5** and **Chart 8.4.**)

TABLE 8. 6: EDUCATIONAL AND AGE GROUPS (22 – 30 years and 31- 50 years)

Level of qualification	Age %(n)		Total %(n)
	22 - 30	31 – 50	
Grade 10	0	6.67(2)	3.77(2)
Grade 11	4.35(1)	0	1.89(1)
Grade 12	47.83(11)	66.67(20)	58.49(31)
DEGREE/DIPLOMA	39.13(9)	16.67(5)	26.42(14)
OTHER PROFESSIONAL QUALIFICATIONS	8.70(2)	9(3)	9.43(5)

(Survey: Pretoria Central Prison. September 2000)

CHART 8.4: EDUCATIONAL LEVEL BY RACIAL GROUP (Survey: Pretoria Central Prison, September 2000)



The results in **Table 8.6** show that there were an above average percentage of respondents who held Grade 12 qualifications.

The older age groups were the majority, with Grade 12 qualifications, and the younger group was below average. The next level of qualifications held by respondents are technikon or college diplomas and university degrees at 26.42% in all age groups, and as much as 39.13% for respondents in the 22 to 30 age group. The younger age group (39.13%) held more qualifications of higher learning than the older group (16.67%).

There were no personnel members between the ages of 22 and 30 who had only a Grade 10 qualification, and there were few between the ages of 31 and 50 who had only a Grade 10. There were no respondents who hold only a Grade 11 qualification in the 31 to 50 age groups, and few in the younger (22 to 30) age groups. Those who had “other” qualifications been below 9% in the younger group (see **Table 8.6** and **Chart 8.4** for a comparison of educational qualification by age group).

According to the Head of Personnel of the Pretoria Central Prison, the educational deficit between the disadvantaged and advantaged groups could not hinder representativity, because Grade 10 is the minimum requirement for a candidate to be employed at the Pretoria Central Prison (Hlalethoa, 2002:pers.com.).

The Prison uses in-service training, since there is no need for specialised professional training, especially for custodial officials, except for those who want to be employed in a closed group (psychologists, nurses, doctors, social workers and educationists). The Justice College trains personnel on how to initiate and chair disciplinary hearings.

After a trainee has successfully completed training, he/she is awarded a Certificate of Accreditation. There are also courses in Computer Literacy, and personnel who have a Grade 12 may enrol with a correspondence technikon for a qualification in Correctional Administration.

Personnel are encouraged to further their studies, since promotion is determined by the attainment of a qualification such as National Diploma or Higher Diploma, preferably a B-Tech.

However, the need for retraining was emphasised by the Head of Personnel (Hlalethoa, 2002:pers.com.) and the respondents, especially for the older age group. Training is important for middle management and new staff, especially in view of the need for the implementation of the transformation process.

8.4 ATTITUDES OF THE RESPONDENTS TO TRANSFORMATION

In comparing the attitudes of females and males towards transformation, the results in **Table 8.7 below** reveal that 66.67% of the respondents (male and female) preferred a non-military environment. It also shows that the majority of respondents were in favour of prison labour (83.33%), as opposed to a military environment. It can also be concluded that more male respondents believe in prison labour, as opposed to female respondents, as is reflected in the table.

TABLE 8.7: COMPARISON OF MALE AND FEMALE ATTITUDES TO TRANSFORMATION

	Males %(n)	Females %(n)	Total %(n)
a. Military environment			
Yes	34.78(16)	29.41(5)	33.33(21)
No	65.22(30)	70.59(12)	66.67(42)
Total	73.02(46)	26.98(17)	100(63)
b. Belief in prison labour			
Yes	87.50(28)	75(12)	83.33(40)
No	12.50(4)	25(4)	16.67(8)
	66.67(32)	33.33(16)	100(48)

Survey: (Pretoria Central Prison, September 2000)

According to the Head of Personnel in the Pretoria Central Prison, there were mixed feelings among staff relating to increased demographic representativity. The mixed feeling was particularly strong among some whites employed at the Pretoria Central Prison who were not wholly in favour of the process of transformation. Some whites were negative about the process of transformation, since they perceived it as disadvantageous to them. It was, moreover, difficult for some whites to accept supervision by members of the previously disadvantaged groups (Hlalethoa, 2002:pers.com.).

8.5 THE RECRUITMENT OF PERSONNEL TO ACHIEVE REPRESENTATIVITY

The reform of recruitment as a human resources activity is a priority to enable the Public Service to fulfil its role of service delivery to all citizens. An ethos of demographic representativity can be underpinned by reforming recruitment as a human resources activity to create a platform for rendering equitable services to all citizens in South Africa and by recruiting staff from the Historically Disadvantaged Groups.

In the context of transformation, there is a need to recruit personnel to achieve broad demographic representativity, based on the profile of the workforce. The profile of the workforce can be used to compare the representation of the target groups within the Department with representativity in the labour force overall and the general population by removing all barriers to recruitment.

The barriers are discrimination based on race, gender and disability. The Department of Correctional Services must comply with the Employment Equity Act, 1998 (Act 55 of 1998) in order to reform procedures to recruit blacks, women and disabled persons and to promote them to senior positions to achieve broad representativity. It is by means of the creation of a favourable environment that woman, blacks and the disabled can be recruited to senior positions.

TABLE 8.8: PERCEPTION OF RESPONDENTS ON ENSURING REPRESENTATIVITY BASED ON YEARS OF EXPERIENCE

Variable	Years of experience		Total	Chi-square	Significance
	0–6 years	7–34 years	% (n)		
Recruit the Disabled					
Yes	80.95(17)	52.38(17)	66.67(28)		
No	19.05(4)	47.62(9)	33.33(14)	3.857	0.0050
Recruit more women					
Yes	76.19(16)	23.81(5)	50(21)		
No	23.81(5)	76.19(16)	50(21)	11.524	0.001
Recruit skilled personnel					
Yes	86.36(19)	71.43(15)	79.07(34)		
No	13.64(3)	28.57(6)	20.93(9)	#	#
Need for training and development					
Yes	90(22)	95.45(21)	97.73(43)		
No	0	4.55(1)	2.27	#	#

Survey: (Pretoria Central Prison, September 2000)

= Value too small to calculate chi-square

According to the results of the study, there were more respondents with few years of experience (0 to 6 years) who believe in the recruitment of the disabled, as compared to those with more years of experience (7 to 34 years). This difference is statistically significant at the 5% level of confidence.

There were also more respondents in the 0 to 6 years of experience group, who favoured the recruitment of more women, as opposed to those with 7 to 34 years of experience. This difference was statistically significant at a 5% level of confidence. Both personnel with few years of experience (0 to 6) and more years of experience (7 to 34) years of experience indicated a need for training and development. Based on the results, one can conclude that respondents with few years of experience are more positive about reforming the Pretoria Central Prison to be demographically representative. The results suggest that in 2000, those with more years of experience in the Pretoria Central Prison still resisted the change that was taking place (see **Table 8.8.**).

In order to achieve demographic representativity, there is a need to recruit more women and to recruit disabled persons to work at the Pretoria Central Prison. Well-trained employees, who have the relevant and necessary training, can help to achieve demographic representativity. Members of the disadvantaged groups with skills and the relevant training should be recruited as personnel, with the aim of making the Pretoria Central Prison representative of the broader South African demography. Based on the results, it seems that younger staff are more accepting of these needs, but that resistance from older staff may need to be addressed, for example, by more education as to these needs.

TABLE 8.9: RESPONSES TO THE ADVERTISEMENTS OF POSTS AND PROMOTION BASED ON YEARS OF EXPERIENCE

Variable	Years of experience		Total	Chi-square	Significance
	0–6 years	7–34 years			
Nationally					
Yes	80(16)	90.48(19)	85.37(35)		
No	20(4)	9.52(2)	14.63(6)	#	#
Within a defined target area					
Yes	38.89(7)	47.62(9)	43.59(17)		
No	61.11(11)	52.38(11)	56.41(22)	0.300	0.584
Defined target group					
Yes	27.78(5)	28.51(6)	28.21(11)		
No	72.22(13)	71.43(15)	71.79(28)	0.003	0.956
Within the Pretoria Central Prison					
Yes	73.68(14)	71.43(15)	72.50(29)		
No	26.32(5)	28.57(6)	27.50(11)	0.0025	0.873
Promotion can advance personnel mobility					
Yes	50(9)	90(19)	71.79(28)		
No	50(9)	9.52(2)	28.21(11)	7.842	0.005

Survey: (Pretoria Central Prison, September 2000)

= Value too small to calculate chi-square

Table 8.9 above shows the results of the responses of personnel regarding the advertisement of posts. The responses are compared in terms of the respondents' years of experience. The majority of respondents in the two age categories a total of (85.37%) agree that posts must be advertised by the National Department of Correctional Services and not by the Pretoria Central Prison. The Pretoria Central Prison is not directly involved in the recruitment of personnel. This means that the majority of employees are still in favour of recruitment of personnel at the national level.

The majority of respondents in **Table 8.9** above disagree with the advertisement of posts within defined areas and within defined target groups. Most respondents agree that in order to redress restrictive position requirements, posts must be advertised internally if there are employees with the required expertise at the Pretoria Central Prison.

The majority of respondents (90%) in the 7 to 34 years of experience group believe that promotion could advance personnel mobility, as opposed to 50% of the 0 to 6 years of experience group. This difference was statistically significant at a 5% level of confidence. Most personnel with all ranges of years of experience agree that posts must be advertised nationally and within the Pretoria Central Prison, while most disagreed with the advertisement of posts within a defined target area and defined group (see **Table 8.9**).

8.6 THE OUTCOMES OF TRANSFORMATION IN THE DEPARTMENT OF CORRECTIONAL SERVICES

The transformation of the Department of Correctional Services has yielded some results in line with their policies that focus on the eradication of discriminatory laws as formulated in line with National Legislation.

The main objective of transforming the Department of Correctional Services is to achieve demographic representativity and equitable service delivery to all South African citizens.

The outcomes of transformation (for the purposes of this study) were mainly measured in line with laws that outlaw discrimination and reform the procedures used in the selection, recruitment, promotion, transfer and training and development of personnel.

TABLE 8.10: OUTCOME OF TRANSFORMATION FOR TWO AGE GROUPS

Variable	Age		Total
	22–30 years % (n)	31-50 years % (n)	% (n)
More transfers			
Yes	42.86(6)	52.38(11)	48.57(17)
No	57.14(8)	47.62(9)	51.43(18)
Staff in excess			
Yes	65(13)	50(14)	56.25(27)
No	35(7)	50(14)	43.75(21)
An increase in existing personnel			
Yes	95(19)	80(24)	86(43)
No	5(1)	20(6)	14(7)
Education deficit hinders representativity			
Yes	70(14)	63.33(19)	66(33)
No	30(6)	36.67(11)	34 (17)

Survey: (Pretoria Central Prison, September 2000)

The results in **Table 8.10** indicate that most of the respondents perceived a need to increase the number of personnel at the Pretoria Central Prison. Most respondents from both groups in terms of years of experience (66%) were of the opinion that the educational deficit could hinder demographic representativity at the Prison.

An above average percentage of respondents indicated that there was excess staff in terms of certain races and one gender due to the transformation process and that had led to transfers to underrepresented sections at the Prison (see **Table 8.10**).

A majority 86% of the respondents from both age groups had a feeling that there was a need to increase existing personnel. Total 48.57 percent of respondents indicate that there were transfers as a result of transformation. Based on the responses, one can conclude that transformation did result in an oversupply of some group of personnel, especially of whites employed in the manufacturing and repairs division (workshop) of the Prison. An educational deficit was perceived to be a problem in achieving representativity among personnel. There were perceived to have been transfers due to transformation. The Head of Personnel indicated that transformation had resulted in transfers at the Pretoria Central Prison, especially at the Prison Workshop. There was a need to recruit from the under-represented groups to work at the Pretoria Central Prison (Hlaalethoa, 2002, pers. com.).

The responses on the need to increase existing personnel and, an oversupply of certain demographic groups in the personnel component confirm the notions reflected in the Equity Plan of the Pretoria Central Prison, discussed below:

8.6.1 EQUITY STRATEGY FOR THE PRETORIA CENTRAL PRISON

In order for the Pretoria Central Prison to become representative of the South African demography, a Strategic Equity Plan, to drive the process of transformation was necessary. The Pretoria Central Prison has drawn up such a plan.

The Strategic Plan of the Department of Correctional Services ensures that human resources development reflects the Departmental Programmes. The Department considers equity based on gender, disability issues and non-discrimination to one of its core values.

The strategy on the improvement of skill capacity is based on the development and implementation of an equitable attitude, based on the recruitment process in order to identify suitable candidates. The output thereof would hopefully be achieved by a 90% implementation of the new aptitude-based recruitment process by April 2002. Another strategy to achieve improved skills is the development of individualised training programmes to deliver needs, competency and outcome-based skills (Mvelaphanda, 2002:17).

The Pretoria Central Prison has an Equity Plan to make corrective action plans to increase demographic representativity at Prisons within its area. The Equity Plan considered for the purposes of this study was specifically focused on the composition of the management structure, the parole board and the Pretoria Central Prison (as the Prison investigated in this study).

The Equity Plan to be considered for the purposes of this study focuses specifically on the composition of management structures and the parole board as reflected in the tables below.

TABLE 8.11. : MANAGEMENT: PRETORIA CENTRAL PRISON (SEPTEMBER 2002)

Position	Current establishment	Proposed establishment	Corrective action plans
Area Manager (Director)	BM 1	BM 1	BM 0
Head Management Services (Deputy Director)	WM 1	WM 1	WM 0
Secretary: Area Manager	BF 1	BF 1	BF 0
Head Functional Services (Deputy Director)	BM 0	BM 1	BM 1

(Equity Plan: Department of Correctional Services, 2002:6)

BM = Black male

WM = White male

BF = Black female

Table 8.11 above has a column which reflects the position of management in the Pretoria Central Prison, a column for the current establishment, the proposed establishment and corrective action plans that need to be taken.

In September 2002 the Area Manager was a black male and the proposed action was to recruit a black male. This meant that there was no need for corrective action. The Head of Management Services (which is equivalent to the post of a Deputy Director) is currently a white male and the proposed establishment was to appoint a white male.

There was also no need for corrective action. In the case of the position of a Secretary to the Area Manager, the secretary in September 2002 was a black female and the proposed establishment was for a black female, meaning that there was also no need for any corrective action.

TABLE 8.12. : PRETORIA CENTRAL PRISON, COI-COIII: DISCIPLINE

Current establishment	Proposed establishment	Corrective action plans
BM 148	BM 153	BM +5
WM 97	WM 93	WM -4
BF 9	BF 47	BF +38
WF 8	WF 9	WF +1
CF 3	CF 9	CF +6
IF 0	IF 3	IF +3
Vacant 24		
Total 296	311	+39
Senior Correctional Officers: Discipline		
BM 4	BM 6	BM + 2
WM 3	WM 4	WM +1
BF 1	BF 2	BF +1
WF/CF/IF 0	WF/CF/IF 1	WF/CF/IF +1
Total 8	13	+5
Assistant Director: Discipline		
BM 4	BM 2	BM -2
WM 0	WM 1	WM+1
BF 0	BF 1	BF +1
WF/CF/IF 0	WF/CF/IF 1	WF +1
Vacant 1		
Total 5	5	+1
Deputy Director		
WM 1	WM 1	BM 0
Total 1	1	0

(Equity Plan: Department of Correctional Services, 2002:7)

CF = Coloured female

WF = White female

IF = Indian female

The Pretoria Central Prison has an Equity Plan to address the representation of race and gender. There are Proposed Establishment and Corrective Action Plans for gender and racial representation, as reflected in **Table 8.12** above. The positions reflected are from Correctional Officers Grade I to III (Discipline), Senior Correctional Officers (Discipline), Assistant Director (Discipline) and Deputy Director.

To measure the results of transformation in terms of the Equity Plan of the Pretoria Central Prison, it was advisable to consider the need for increased representativity and excess staff mainly by describing the corrective action plans to achieve representativity in terms of gender and race. With regard to the representation of black males for Correctional Officers Grade I to III, there was a need to increase black males by recruiting five more black males. In order to achieve equilibrium of black and white staff at the Pretoria Central Prison, there was a need to decrease the number of white males from 97 to 93, meaning a decrease by four white males.

At the Pretoria Central Prison, women were poorly represented. To increase the representation of women, the intention for 2002 was to recruit 38 more black females. The representation of females of all racial groups in September 2002 was to be increased by one white, six coloured and three Indian women.

The Pretoria Central Prison also intended to increase representativity among Senior Correctional Officers (Discipline). The senior Correctional Officials were to be increased by two black males, one white male, one black female and one or white/coloured/Indian female. At the level of Assistant Director (Discipline), there was a need to increase staff by two black males, one white female, one black female and one white/coloured/Indian female. Other positions that were considered to be senior positions are set out in **Table 8.13**.

TABLE 8.13: SENIOR POSITIONS BY GENDER AND RACE

Senior positions	Gender	Race
Kitchen Disposal Officer	Male	Black
Area Manager(Director)	Male	Black
Head of Pretoria Central Prison	Male	Black
Head of Personnel	Male	Black
Head Medium A - C	3 Males	3 Blacks
Chair Parole Board	Female	Black
Chair (CMC)	Female	Black
Operational Head	Male	Black
Divisional Head	Male	Black
Vice Chairs (CMC,S)	4 Males	2 Blacks 1 Indian 1 White

(Pretoria Central: Prison Equity Plan: 2002)

(CMC = Case Management Committee)

Table 8.13 above shows the representativity of senior officials in the Pretoria Central Prison. It can be concluded that the representativity of blacks in senior positions has improved in the Pretoria Central Prison. The Senior Management structure of the Pretoria Central Prison did not have coloured and disabled persons in 2000. Despite an increase in the representation of blacks in senior positions, it was still a challenge to increase the representation of women in senior positions (Hlalethoa and Tjiane, 2002: pers.com.).

Although the Pretoria Central Prison is a male prison, there has been a positive trend of more women's displaying an interest in working there. The interviewees indicated during the interview that three women officials had been recruited.

It was also indicated that more females work in the prison during weekends as overtime. The Head of Prison and the Head of Personnel expressed the hope that more women would be interested in working overtime and that they would have more female recruits (Hlalethoa and Tjiane, 2002:pers.com.).

The Pretoria Central Prison does have adequate facilities to accommodate female employees. There are female toilets in the Prison. To ensure the security of female workers, for every female worker on duty, there must be a male partner despite gender equity, security, especially in this environment, is still considered and it is a fact that females are weaker than males (Hlalethoa and Tjiane, 2002: pers. com.).

By September 2002 there was only one Indian recruit in the Pretoria Central Prison, as indicated in **Table 8.12** (above). Although it is a low figure, it really showed an improvement in the representation of the Indian community, since there was no Indian employed in the Prison in March 2001. In terms of representation of the disabled, there was still only one semi-disabled person in September 2002. The Prison retained the semi-disabled person after he had been involved in an accident, due to the Equity Policy and the commitment of the Department to retaining its employees if they become disabled (Hlalethoa and Tjiane, 2002: pers.com.).

In 2001, the Pretoria Central Prison started to renovate, and by September 2002 the renovations were complete. The renovations have borne fruit in terms of more modern structures and improved facilities for both prisoners and employees. Although there were no special facilities for the disabled in March 2001, there has been an improvement in the structure of the Prison, since special toilets were built for the disabled in Medium A. The offices have also been renovated to accommodate disabled employees.

Even though the management of the Pretoria Central Prison wanted to accommodate disabled staff, they were still faced by the challenge of not having adequate infrastructure to accommodate such staff. There were no flashing lights to alert the deaf and those who are hard of hearing in case of an emergency by September 2002. There were still no ramps to ensure the mobility of those who use wheelchairs.

It is clear that the Equity Policy of the Department of Correctional Services aimed to reach the goals of transformation by achieving demographic representativity. The Equity Policy is based on personnel requirements, an assessment of existing personnel and the targets of the Department with its Equity Plan.

The progress that is measured is intended to promote (in particular) the achievement of a representative workforce. The goals of transformation focus on the principles of equity (elaborated on above). There is monitoring and evaluation by the equity directorate from time to time. In addition to complying with its equity plan, the Department of Correctional Services is willing to retain disabled persons in its workforce and it tries to ensure that those responsible ensure that equity is maintained at all times.

The main results of transformation detected in the research can be summarised as follows:

- a) The new Correctional Service Act, 1998 (Act 111 of 1998), which is in line with principles entrenched in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), was adopted.
- b) Steps were taken to move away from an autocratic system to a more people-centred approach to human resources management.

- c) An advisory forum was set up to look at the establishment of business cases and to make recommendations to the management about Affirmative Action to be registered with the Department of Public Service and Administration in 1996.
- d) The Equity Directorate was established in 1997, with the objective of eliminating all forms of unfair discrimination and taking proactive equity or Affirmative Action measures.
- e) The Equity Policy was established in 1998 with the following aims: to improve human resources management policies and practices in line with the relevant White Papers and to ensure broad representativity and proper training and the development of the personnel corps for improved service delivery.
- f) There was a proposal that at least 40% of new staff employed in 1998 would be women, to increase the number of women employed in the Department and to equalise opportunities for women. Any discriminatory provision was removed and male and female recruits are now trained in the same firearms handling courses during basic training.

Furthermore, a policy on gender issues was developed to consider the following: childcare facilities, health and safety, leave, the utilisation of females in male prisons, Medical Aid Benefits and sexual harassment.

- g) The Department of Correctional Services aligned itself with the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), by upholding the dignity and improving the quality of life of the disabled. The Department started a project on the disabled in 1998. In addition, a disability desk was established; a policy for people with disabilities was drawn up; and a workshop on people with disabilities was conducted for the first time in 1998.

- h) Steps have been taken to advertise vacancies when they arise to allow for fair and open competition and to give members of the previously disadvantaged groups priority.
- i) The Department is taking positive steps to train and educate its personnel in order to develop them to acquire more skills and qualifications so that they can be employed in senior management positions to achieve demographic representativity.

It is reflected in points (a) to (i) above that transformation has played a role in the formulation of the policies and legislation intended to bring about increased representation in the Public Service in general and the Pretoria Central Prison in particular. The above results measure the progress made by the Department of Correctional Services and the Pretoria Central Prison towards achieving the goal of transformation between 1994 and 2002.

The Pretoria Central Prison has an equity plan that is intended to assist in making corrective action plans for areas of personnel which are not yet demographically representative. The Pretoria Central Prison is also prepared to reduce the number of personnel; especially where there is overrepresentation of a particular racial or gender group.

White males were overrepresented in the Pretoria Central Prison as a result of an oversupply. The results of transformation at the Pretoria Central Prison are summarised in the conclusion below.

8.7 CONCLUSION

Transformation has brought about results in reforming the procedures for providing, maintaining and training and developing personnel at the Pretoria Central Prison. The Pretoria Central Prison still needed to achieve broad demographic representativity.

Firstly, even though there are laws that are intended to reform procedures in recruiting, selecting and promoting personnel, the Pretoria Central Prison had not yet achieved the representation of women, especially in senior managerial positions, by September 2002. The Department of Correctional Services intended to achieve a 40% representation of women on its staff by 2004, but the Pretoria Central Prison had only 9.96% of women employed in its workforce by September 2002.

Secondly, on the issue of racial representation, the majority of people employed in the Pretoria Central Prison are black. There are more blacks employed in the Pretoria Central Prison than whites. Even though the majority of personnel are blacks, the Pretoria Central Prison still needs to increase representation of the Indian community. The Pretoria Central Prison had employed only one male Indian by September 2002.

Thirdly, the Pretoria Central Prison is not representative of disabled persons, even though forms of discrimination have been removed for them in particular. An even more conducive environment needs to be created by the Pretoria Central Prison for persons with disabilities.

There were no special facilities for the disabled in the Prison in 2001. In order for the disabled to be employed by the Prison, more special facilities must be provided to accommodate them, since there are already laws in place that outlaw discrimination against them. Some such renovations have been undertaken

Finally, the Pretoria Central Prison has implemented legislation that prohibits all forms of discrimination in order to achieve broad demographic representativity. The Department of Correctional Services has already implemented steps to make the Service representative, even if full representation has not yet been achieved.

CHAPTER 9

POSSIBLE MODEL FOR THE IMPLEMENTATION OF TRANSFORMATION IN THE PRETORIA CENTRAL PRISON

9.1 INTRODUCTION

This chapter is intended to provide a summary on the role of transformation in the provision and maintenance of personnel, as practised in the Pretoria Central Prison. The chapter focuses on the role of transformation in increasing demographic representativity. Increased representativity in terms of race, gender and disability is also discussed, as addressed by the removal of all forms of discrimination in the policies used at the prison to bring about equity.

Steps taken to increase demographic representativity are also described with the aid of a model, the “Transformation Representativity Model”. The model consists of the steps that are to be followed to increase representativity. The steps are Step 1: Laws that prohibit discrimination Step 2: Adaptation of procedures in human resources activities, and Step 3: The promotion of attitudinal changes.

For the purposes of the discussion, transformation is considered to be the process of changing the method of operation in human resources activities within the Pretoria Central Prison. It, is important that the process is well managed.

9.2 TRANSFERS AS AN ATTEMPT TO ADDRESS INEQUALITIES

The Department of Correctional Services has action plans in its Equity Policy to address all forms of inequalities to assist members of previously disadvantaged groups. The Pretoria Central Prison has also drawn up its own equity plan to address all forms of racial and gender inequality.

The workshop at the Pretoria Central Prison was mainly white-dominated. Black employees were not represented. There was therefore a need to transfer some whites who were mainly employed in the workshop. The reason for these transfers was to balance out past inequalities and to achieve representation of all racial groups in the prison.

9.3 GENDER BALANCE

The equity policy was formulated in the Department of Correctional Services in 1998 as a means of complying with the Employment Equity Act, 1998 (Act 55 of 1998) and to remove all forms of discrimination and inequality in the prisons. The Department of Correctional Services is making an effort to address racial and gender issues at the national level. It is the aim of the National Department of Correctional Services to increase the employment of women to 40% and to equalise opportunities for them. Women now get the same training as their male counterparts and they receive equal benefits. There is a gender desk to address all gender-related issues.

The Pretoria Central Prison was male-dominated and it was mostly males who occupied senior positions. There were few women working at the Pretoria Central Prison. The problem with employing more women was that there was a lack of resources that could be utilised by women, since the Pretoria Central Prison is a male prison. Dealing with male prisoners could also pose a risk to female employees. By September 2002, the Pretoria Central Prison had revamped its facilities to accommodate women better, and made arrangements to partner female staff with male staff to ensure good security and safety for female staff.

9.4 DISABILITY BALANCE

The Department of Correctional Services has a national plan for persons with disabilities. There is a disability desk and a Policy on Persons with Disabilities.

The National Department of Correctional Services has set up a Medical Aid Fund to ensure that employees with disabilities are taken care of. The Department has given a guarantee that it will keep staff who become disabled while in its employ, and that it will offer them alternative employment suitable for their disabilities. The attitudes of other employees towards the disabled must be improved through training and development.

The Pretoria Central Prison at the time of the survey (2002) and the interviews (2001 and 2002) had only one semi-disabled person in its employ. Even though there was a national plan for persons with disabilities, the Pretoria Central Prison was not in a position to employ the disabled, since there were not enough facilities to cater for persons with disabilities. There were no ramps, special cars and flashing lights to alert the deaf and dumb in the case of an emergency by September 2002. There was still only one toilet for the disabled in Medium A of the Pretoria Central Prison.

There was pressure on the Department of Correctional Services to formulate a recruitment policy that prohibits discrimination against members of the Historically Disadvantaged Groups. There is now access to advertisements by persons with disabilities and the Department has undertaken to set special days aside for persons with disabilities to deliver their application forms. There are plans to recruit the disabled who qualify for employment.

9.5 TRAINING AND DEVELOPMENT TO ACHIEVE REPRESENTATIVITY

The Department of Correctional Services finances the training and development of personnel, to enable them to acquire skills and qualifications so that they can be employed in senior positions, to achieve demographic representativity in senior positions. The training caters especially for Historically Disadvantaged Groups.

The Human Resources Development Plan of the Department is designed to register all employees for training, education and development upon recruitment and throughout their working lives.

Training is linked to broader plans to promote employment and occupational equity, mainly to target the Historically Disadvantaged Groups. The disabled are provided with training that prepares them to be in a position to render services to the Pretoria Central Prison, based on their abilities to rehabilitate prisoners. The training intends to create a pool of persons with disabilities can be provided with employment and promotion opportunities. As much as 40% of the budget in 2002 was allocated to the training of personnel. The Pretoria Central Prison trains personnel upon recruitment for a minimum period of six months. The minimum qualification that is required for appointment in the Department of Correctional Services is Grade 10. There is in-service training for those who want to acquire formal and informal training. Bursaries are offered to those who want to undertake short courses and certificate courses.

The above reveals that transformation has played a role in the provision and maintenance of personnel in the Pretoria Central Prison. The human resources activities related to the provision of personnel (recruitment and selection) in the Department of Correctional Services does take into consideration demographic representativity. The demographic representativity drives focus on equity between racial groups, people of both genders and the disabled. There are plans in place to provide and cater for the Historically Disadvantaged Groups. Training and development is intended to allow for the promotion of members of the Historically Disadvantaged Groups to senior positions. There is a need to recruit women and to give special training to people with disabilities in order to create a pool of recruits to bring equity to the Pretoria Central Prison.

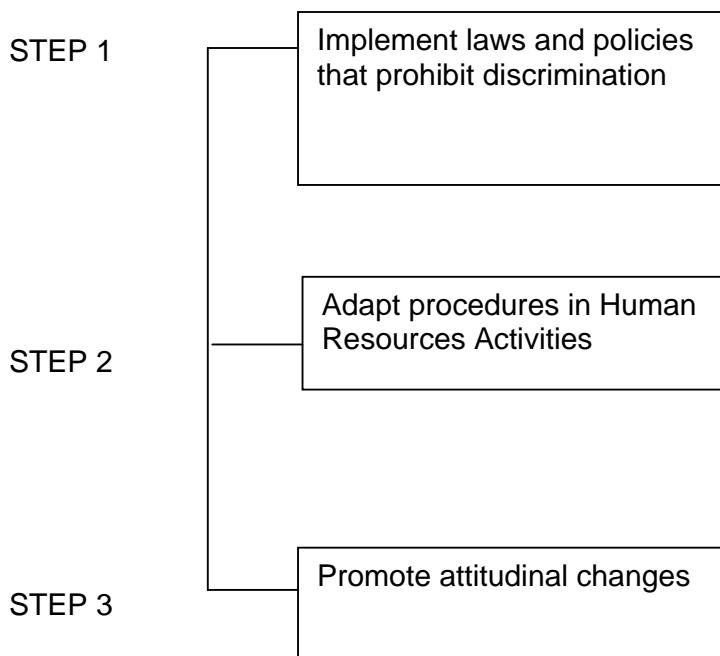
The steps taken by the Department of Correctional Services to ensure representativity are summarised in a transformation representativity model set out below.

9.6 A TRANSFORMATION REPRESENTATIVITY MODEL

The Transformation Representativity Model represents the steps taken to increase demographic representativity among staff at the Pretoria Central Prison. The model reflects the steps taken to increase representativity, as set up by the repeal of discriminatory laws and the replacement with ones that prohibit discrimination. These are the implementation of laws and policies that remove discrimination, the adaptation of new procedures in human resources activities and the promotion of attitudinal changes. The steps taken to increase demographic representativity are set out in the diagram below and the discussion that follows.

9.6.1 Steps taken to increase representativeness

FIGURE 9.1: TRANSFORMATION REPRESENTATIVITY MODEL



STEP 1: IMPLEMENT LAWS AND POLICIES THAT PROHIBIT DISCRIMINATION

The Department of Correctional Services has implemented laws and policies that prohibit discrimination on the basis of race, gender and disability. The Correctional Service Act, 1998 (Act 111 of 1998), which is in line with the principles entrenched in the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), was adopted in 1998. Furthermore, the Department of Correctional Services, Equity Policy was adopted in 1998, a policy on gender issues was developed and a policy for people with disabilities was drafted.

STEP 2: ADAPT PROCEDURES IN HUMAN RESOURCES ACTIVITIES

Procedures for reforming human resources activities were introduced to change the Department of Correctional Services from an autocratic system to a more people-centred system and a suitable approach of human resources management. Steps were taken to advertise vacant posts when they arise. This is intended to give Historically Disadvantaged Groups a chance of fair and open competition in the workplace.

The Recruitment Policy of the Department of Correctional Services (1999) guarantees that it would recruit 2% of its workforce from disabled persons, ensuring representivity on its personnel (40% women and 70% black by 2004). The Department is an “equal opportunities employer”. The vacancies also give priority to applicants from the underrepresented ethnic groups. Advertisements ensure applicants of the observance of an equal opportunities policy by the Department of Correctional Services.

Blacks, women and the disabled are selected for interviews if they meet the minimum requirements. The Department is also prepared to retain employees who become disabled whilst employed by the Department.

Positive steps have been taken to train and educate personnel in order to develop them to acquire more skills and qualifications, so that they can be employed in senior positions.

STEP 3: PROMOTE ATTITUDINAL CHANGES

As the survey has revealed, people's attitudes vary. There are some who support change and others who do not. Many of those who were favoured by the previous dispensation are not in favour of change in the Pretoria Central Prison.

Steps have been taken by the Department of Correctional Services to ensure that the attitudes of those employed by the Department change, to promote the necessary commitment to the success of change through training. The following steps have been taken to ensure the success of change:

- a) In 1997, the Equity Directorate was established, with the objective of eliminating all forms of unfair discrimination and promoting proactive equity and Affirmative Action measures.
- b) Male and female recruits are trained in the same firearm course during basic training.
- c) The dignity and quality of life for the disabled is upheld and a workshop on people with disabilities was held for the first time in 1998.

9.7 CONCLUSION

This chapter summarises the role of transformation in human resources activities, as investigated in the study. The findings of the study, as set out in **Chapter 8**, revealed the role-played by transformation in the human resources components that have been investigated.

The results in **Chapter 8** indicate that transformation has played a role in increasing demographic representativity in the Pretoria Central Prison. The increase in demographic representativity is proved by the positive outcomes cited in Chapter 8 and summarised in this chapter.

Positive steps have been taken to bring about equity in the representation of all racial groups, of both genders and of the disabled. Steps have been taken to prohibit all forms of discrimination, as the **first** step was the implementation of laws and policies that prohibit discrimination on the basis of race, gender and disability. The **second** step was to reform procedures in the recruitment, selection, promotion, transfer and training and development of personnel.

The **third** step taken was to promote attitudinal changes and eliminating discrimination by offering equal training opportunities for males and females in the prison upon recruiting them and by upholding the dignity of the disabled. This chapter therefore answers the problem statement questions, as evaluated in the concluding chapter.

CHAPTER 10

CONCLUSIONS AND RECOMMENDATIONS

10.1 INTRODUCTION

This concluding chapter serves as a summary of the preceding chapters and draws together what was discussed in this study. It reiterates the main points raised in the study.

The aim of this chapter is to evaluate whether the questions that were expressed in the problem statement have been answered and relate to the theory used in and the conclusions of the study. Recommendations are included in this chapter with regard to corrective action plans to resolve the problems. Areas for possible further research are also highlighted.

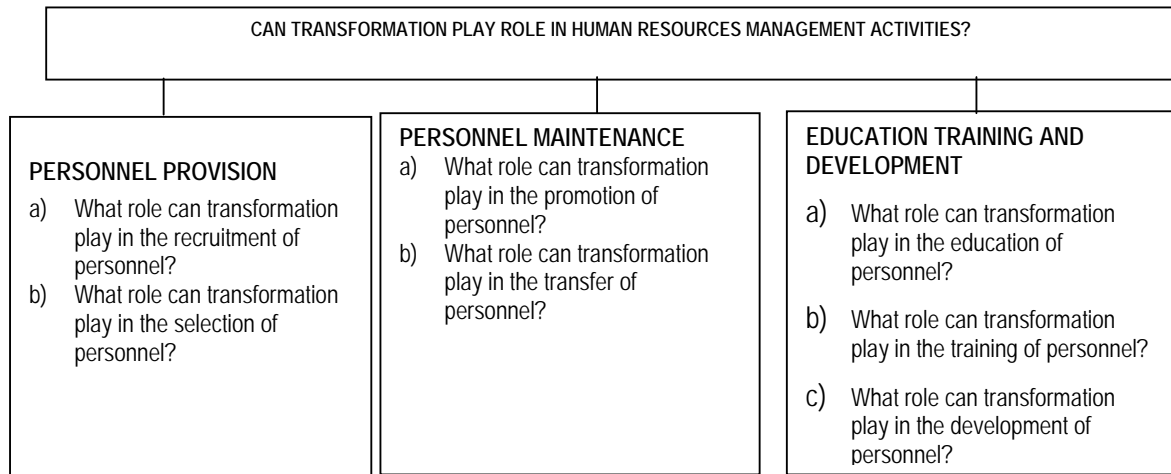
The questions raised in the problem statement are reflected below. The study investigated the role of transformation in three human resources components. The three human resources components investigated were the provision, the maintenance and education, training and development of personnel in the Pretoria Central Prison. This chapter has to establish whether the research questions asked in the introductory chapter of the study are answered and establish whether there is a relationship between transformation and human resources activities.

10.2 RESEARCH QUESTIONS

The research questions asked in the introductory chapter are the following:

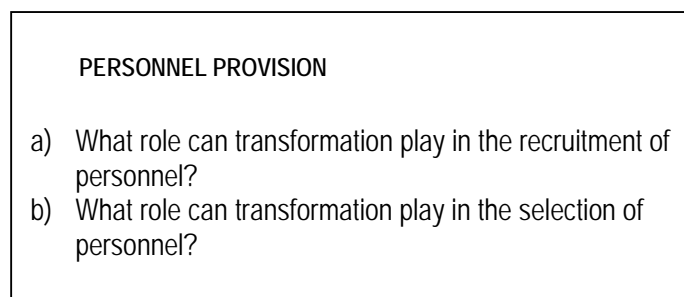
Can transformation play a role in human resources management activities?

The human resources activities investigated specifically were the provision of personnel, the maintenance of personnel and the training and development of personnel in the Pretoria Central Prison.

FIGURE 10.1: HUMAN RESOURCES ACTIVITIES

The key question asked in **Figure 10.1** above on the role of transformation in human resources management activities leads to sub-questions relating to the three investigated components of human resources management, that is, personnel provision, personnel maintenance and education, training and development of personnel. The sub-questions are discussed under the three components as discussed.

10.3 PERSONNEL PROVISION

FIGURE 10.2: PERSONNEL PROVISION

Two sub-questions can be asked under the provision of personnel (see **figure 9.2** above). The two questions are based on recruitment and selection as aspects of personnel provision.

a) What role can transformation play in the recruitment of personnel?

Transformation plays a role in the recruitment of personnel in the sense that the recruitment of personnel in the Pretoria Central Prison is based on increasing demographic representativity based on race, gender and disability. In order to achieve the goals of transformation, procedures in recruitment have been reformed to be in line with the ethos of the democratic Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).

New requirements for recruitment have been introduced, in line with the goals of transformation, particularly new policies and principles to adhere to democracy. There is a need to recruit members of underrepresented groups to work in the Pretoria Central Prison. Recruitment is now based on competition rather than seniority. (Chapter 3 of the study discusses recruitment in the context of transformation).

b) What role can transformation play in the selection of personnel?

Selection is the second step in providing for personnel in order to achieve broad representativity, by selecting members from underrepresented groups. (The selection methods, procedures and techniques were discussed in Chapter 4 of the study). Selection aspects discussed are applicable in the context of transformation, as long as they are aimed at making the Pretoria Central Prison representative of the country's demography and bringing about equity in all employment categories.

According to the White Paper on Human Resource Management in the Public Service, (1997), selection must be on merit in order to achieve the recruitment of personnel of the highest calibre and to give preference to those who were previously discriminated against. Selection on merit must be based on fairness, equity and transparency. Blacks, women and the disabled must also be selected if they meet the minimum requirements.

10.4 PERSONNEL MAINTENANCE

FIGURE: 10.3 PERSONNEL MAINTENANCE

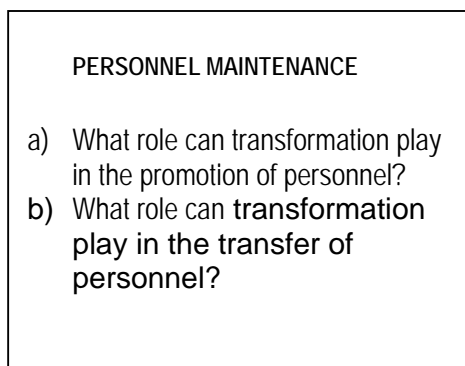


Figure 10.3 above represents questions asked on the role of transformation regarding personnel maintenance. The maintenance of personnel in the context of the study focuses on the mobility of personnel of the Pretoria Central Prison to achieve the goal of transformation. In order to achieve the goal of transformation, promotions and transfers must take place to achieve demographic representativity at the Pretoria Central Prison, by transferring personnel based on race, gender and the disability to units or sections in which there is less representation of each group. Two sub-questions are reflected in **Figure 10.3**.

a) What role can transformation play in the promotion of personnel?

In evaluating whether transformation is playing a role in the promotion of personnel in the Pretoria Central Prison, one can conclude that promotion (in line with the focus of the study) focuses mainly on achieving representation of all races, women and the disabled in all employment categories.

The promotion policy of the Pretoria Central Prison is in line with the goals of transformation in that the Department of Correctional Services is committed to promoting personnel to reflect the country's demography. (The promotion of personnel is discussed in Chapter 6 of the study and the results of the investigations relating to the role of promotion in achieving broad representativity is highlighted in Chapter 8 of the study).

The Area Manager, Head of Prison and Head of Personnel of the Pretoria Central Prison are black males. This shows an improvement on representativity in terms of race in senior and middle management positions in the Prison.

b) What role can transformation play in the transfer of personnel?

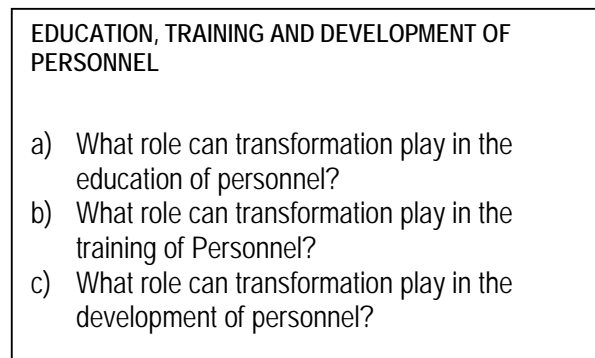
A transfer policy is important because it can help line managers with procedures for transfers. Excessive transfers can be avoided by adhering to proper selection and placement procedures. Adequate training can also prepare workers to make successful transfers when necessary. In terms of the interest of the study, transfers have played a role in the Pretoria Central Prison in that many whites, which were overrepresented in the workshop, have been transferred to other units where they were not represented.

Blacks were also transferred from other units to the prison workshop to maintain a balance in racial representation there.

Various types of transfer are discussed in Chapter 6 of the study. The type of transfer that is most common in the Prison is transferring officials from one office to another (see **Chapter 8** on the research findings).

10.5 EDUCATION, TRAINING AND DEVELOPMENT OF PERSONNEL

FIGURE 10.4: EDUCATION, TRAINING AND DEVELOPMENT OF PERSONNEL



The contributions of the study on the role of transformation in human resources activities are answered below. The sub-questions asked in **Figure 10.4** under the education, training and development of personnel were answered in **Chapter 7** of the study.

The education, training and development of personnel in the Department of Correctional Services: Pretoria Central Prison is intended to develop the existing personnel to acquire the skills and expertise required.

The Department of Correctional Services trains personnel for the purpose of promoting them to senior and middle management positions without lowering standards, but allowing for the consideration of the disabled, balance in gender and different racial groups to meet the goals of the Department.

Education, training and development can provide personnel with knowledge and skills in order for them to implement the process of transformation successfully.

There was a need to transform the Pretoria Central Prison to meet the goals of transformation in order to achieve demographic representativity. The goals of transformation are in line with the ethos of democracy, equitable power-sharing and joint responsibility. (The need for transformation is covered in detail in **Chapter 2** of the study). Transformation has played a role in human resources activities in the sense that steps have been taken to ensure the successful change. **Firstly**, laws and policies were introduced to prohibit discrimination with the aim of increasing demographic representativity. **Secondly**, procedures in human resources activities were adapted. **Thirdly**, the promotion of attitudinal changes was undertaken consideration in the Pretoria Central Prison. This is proven by the establishment of the Equity Directorate to eliminate all forms of discrimination.

Males and females now receive the same training when they are recruited and the quality of life of the disabled is to be upheld and taken into consideration. (The role of transformation in human resources management is described in detail in **Chapter 8** and summarised in **Chapter 9** of this study).

10.6 RECOMMENDATIONS

This section is intended to make recommendations on solutions to the challenges of transformation in the Pretoria Central Prison.

In September 2002, 320 personnel were employed at the Pretoria Central Prison and of these 30 were female and 290 were male. It is evident that there were more males than females.

Based on the underrepresentation of females, it is recommended that more women be employed in senior positions and in all employment categories.

The purpose of employing more women is to achieve the 40% target to increase women employees' by 2004 and to equalise the number of males and females employed at national departments. Women must also be allowed to utilise resources equitably, like their male counterparts.

In addition to the recruitment of more women, persons with disabilities must be employed, as stipulated in the National Plan of Integrated Disabilities. The Equity Directorate of the Department of Correctional Services caters for the needs of the disabled at a national level. There is also a plan to provide disabled persons with special medical treatment for their disabilities if they submit their needs to the Disability Desk at the Department of Correctional Services.

The Pretoria Central Prison must recruit disabled persons and provide for their needs. More people with disabilities need to be selected and recruited to achieve the 2% target of disabled persons in the workforce by 2004, as set by the National Department of Correctional Services. There must be a special line item budget to provide for facilities for disabled persons, since the Pretoria Central Prison does not have enough facilities for them. The necessary facilities must be constructed and must be provided as disabled staffs are recruited. The disabled must also identify their special needs as they are employed. This will help the Prison to construct the necessary and relevant facilities for the disabled, related to the nature of their disability. The resources for the disabled must be prioritised, based on the needs of the disabled employed by the Prison at that point in time. So, for an example, ramps do not need to be a priority, as opposed to special lights, when a deaf and dumb person is employed.

Finally, the Pretoria Central Prison had only employed one Indian by September 2002. Priority should be given to the recruitment of Indians when there is a vacant post in the Prison. Indians, the disabled and women of all races must be given priority when there is recruitment. Special needs must be identified and be provided for.

10.7 AREAS FOR FURTHER RESEARCH

There is a need for further research to cover other prisons not investigated by the study. Further research is encouraged to investigate the nature of disabilities that will enable the disabled to render services.

There must also be research that will consider the challenges, opportunities, potential and abilities of the Historically Disadvantaged Groups for effective and efficient service delivery.

10.8 CONCLUDING REMARKS

This chapter was a review of the questions formulated in the problem statement, in **Chapter 1**. It interpreted the research findings in **Chapter 8** of the study. The theoretical contributions of the study have been evaluated as they contributed to the discussion of human resources provision and maintenance and where they have been related to transformation.

There is a relationship between transformation and the provision and maintenance of personnel. The relationship of transformation and human resources activities investigated may contribute to the study of Public Human Resources Management, Strategic Management, Business Management and Office Management.

Specifically, the study may make a contribution to Public Human Resources Management, given changing political policies. Policies must be regularly revised as applicable legislation is promulgated. Transformation relates to Public Human Resources Management, since it consists of themes that imply change for the Public Service under a democratic system in South Africa in terms of political transformation.

Furthermore, the study will contribute to the teaching of human resources aspects such as the provision and maintenance of personnel. The study is also useful as a case study, and the topic is in line with the teaching field relating to the process of transformation taking place in the South African Public Service. Based on the above conclusions, it can be concluded that transformation does relate to human resources activities since it consists of themes that imply change.

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