

CHAPTER 6

SPORT AND RECREATION IN THE DEPARTMENT OF CORRECTIONAL SERVICES

6.1 DEPARTMENT OF CORRECTIONAL SERVICE'S SPORT POLICY

The Department of Correctional Services has a fully-fledged Sport Sub-directorate as part of the Equity Directorate with seven full time sports posts. In the previous chapters an attempt was made to show that participation in sport correlates directly with a reduction in stress. The Department of Correctional Services has an extensive sport programme and participation in the programme will lead to a reduction in stress. Employees suffering with stress can access the sport programme. The following guidelines have been developed to help promote sport participation in the Department of Correctional Services.

In line with the National Department of Sport and Recreation's White Paper, the Department of Correctional Services has adopted the following objectives, which supplement the "participation by all" theme:

- ⦿ Increasing the levels of participation in sport and recreational activities;
- ⦿ Raising sport's profile in the face of conflicting priorities;
- ⦿ Maximizing the probability of success in major events;
- ⦿ Placing sport in the forefront of efforts to reduce the levels of crime.

It should be noted that the reduction of stress is not one of the specified objectives of the sport sub-directorate of the Department of Correctional Services.

Table 3 (p. 53) shows that 52.9% of those who participated in the research experienced high and very high levels of stress. Sport in the DCS should therefore consider the reduction of stress as an objective of the recreation programme.

“Participation by all” is the pervasive theme of this Document in the Department of Correctional Services.

In reaching the goal of “Participation by all” cognizance must be taken of the following factors:

- ⊗ The imbalances between previously advantaged members and disadvantaged members;
- ⊗ The lack of a strategic vision and development of sport;
- ⊗ The need for the Department to take its rightful place in the South African sporting community;
- ⊗ The false expectation that the Department of Sport will cater for the needs of all South Africans with a budget that remains the same as that which catered for a mere 20 % of the members in the previous dispensation.

Presently approximately 35% of DCS employees participate in sport. If employees are aware of the benefits of sport especially in assisting to reduce stress; there may be an increase in the number of participants.

6.2 DEFINING SPORT

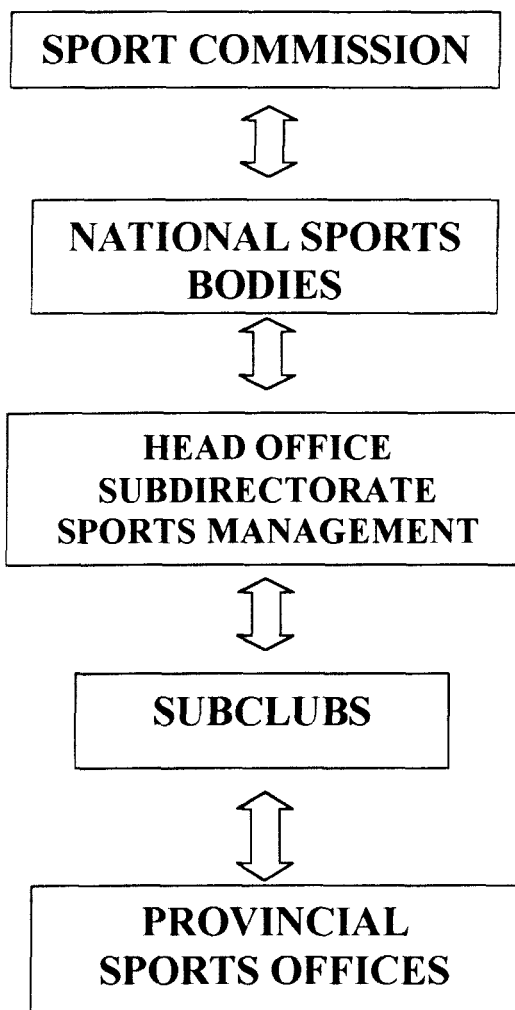
“Sport may be defined as any activity that requires a significant level of physical involvement and in which participants engage in either a structured or unstructured environment (recreation), for the purpose of declaring a winner, though not solely so; or purely for relaxation, personal

satisfaction, physical health, emotional growth and development.”(Gabbard et al, 1987)

Recognizing the pervasive influence of sport on all aspects of society, the Commissioner of the Department of Correctional Services agreed on the eight priorities, which form the basis of this Development document. An attempt has been made to isolate those areas of these priorities that are relevant to the reduction of stress through sport and recreation.

Governance of Sport in the Department of Correctional Services in relation to other stakeholders is illustrated in the organogram below:

Diagram 5



6.3 PRIORITY ONE

To confirm roles and streamline the responsibilities of the various stakeholders in sport to ensure that coordination and economies of scale are realised.

The Department of Correctional Services will serve to:

- ☉ Make sport and **recreation** accessible to all members and dependents;

Table 4 (p. 55) shows that employees from Northern Cape (37.5%), Northern Province (33.3%) and North West (31.8%) experience notably high levels of stress. The DCS should redouble its efforts to promote sport and recreation in the above provinces.

- ☉ Provide the infrastructure required for sport and its maintenance;
- ☉ Ensure the existence of programmes that develop the **human resource potential in sport (work related efficiency)**.

Occupation and provinces are both related to career opportunities as a stressor within the work situation (Table 9; p. 65). In promoting work related efficiency the DCS should take cognizance of the impact of stress.

6.4 PRIORITY THREE

To develop the human resources potential required for the effective management of sport in the Department of Correctional Services

The Department of Correctional Services together with its agencies will develop a co-ordinated National programme that involves an audit of existing resources using quantitative and qualitative methodologies that have the following components:

- ❖ Determination of training requirements;
- ❖ Development of training programmes. (Specific training programmes need to be developed to overcome stress);

The DCS should ensure that employees are developed. Table 17 (p.80) indicates that employees with lower qualifications experience more task related stress.

- ❖ Formulation of an implementation plan.

6.5 PRIORITY FOUR

To motivate the Correctional Services community to develop *active lifestyles* and to channel those with talent for development into the competitive areas of sport.

- ⊗ Recruit and encourage the youth and adults to participate in physical activities;
- ⊗ **Motivate the Correctional Services population to develop physically active lifestyles;**
- ⊗ Mobilize non-participants in the Department and convert them to participants in physical activities;
- ⊗ Market the benefits of participation in sport eg. **the reduction of stress;**
- ⊗ Linking sport to total well being;

The Comparative results in tables 12-18 indicate high mean scores which reflect high stress levels.

- ⊗ Improvement in the levels of participation in physical activity;
- ⊗ Focusing on Recreation.

The information presented in preceding chapters has shown a positive correlation between exercise and a reduction in stress. The following is a

summary of the Department of Correctional Services' sport and recreation policy. It is hoped that employees will utilise the opportunities provided by this policy to participate in sport and recreation and in doing so reduce the levels of stress experienced.

6.6 SPORT / RECREATION POLICY

Establishment Of Sports Clubs

Approval

*The Commissioner approves the establishment of sports and **recreation** clubs in the Correctional Services for the members of Correctional Services and their families. Consequently when members intend establishing a sports/recreation club, the Area Manager's approval must be obtained in this regard.*

Table 8 (p.63) indicates that physical working conditions as a stressor within the work situation is also significantly related ($p < 0.05$) to the provinces. Area Managers should encourage the establishment of sport and recreation clubs in these areas.

Private Clubs

When no Correctional Services Sports Club exists for a specific type of sport at a Management Areas or when members cannot join an existing Correctional Services club, for practical or economical reasons. Area Managers may, on the basis of the merits of the application, approve that such a member may join a private club. In cases where a Correctional Services Sports Club does exist for a specific type of sport, the Area Manager may approve, in exceptional cases, after investigation that members may become affiliates of civilian clubs in order to give them the

opportunity to compete at the highest level within the province. Such applications should be revised annually.

❑ **Affiliation of Sports / Recreation Clubs**

In order to serve as motivation to members to obtain provincial and national honours, Correctional Service Sports/Recreation clubs must affiliate to federations who award provincial and national colours.

Correctional Services subscribes to the principle of free association where there is an existing DCS sports/recreation club and members do not wish to participate for the Service, members may participate for clubs of their own choice, on condition that they are not entitled to any service benefits, in other words that:

- *Officials cannot lay claim to practice sports during official hours;*
- *Officials cannot lay claim to assistance by clubs / State for travel arrangements;*
- *Officials cannot lay claim to the utilization of Correctional Service club facilities;*
- *Sports injuries will not be regarded as injuries on duty.*

Members who do not wish to belong to Correctional Services Sports/Recreation Clubs may make use of the provided facilities on the Correctional Services terrain, at own risk provided that neither the State nor the Correctional Services club will be prejudiced in any manner and with the reservation that the existing club will enjoy the benefit of usage of all items. Prior approval must be obtained from the Area Manager before any DCS facility may be utilized. The Area Manager must consider the application in terms of local circumstances and needs

□ **ACKNOWLEDGED TYPES OF SPORTS AND RECREATIONAL ACTIVITIES AND RELEVANT OFFICIAL DUTY**

List of Sports/Recreational activities

The following types of sports are acknowledged as approved sports in the South African Correctional Services:

Angling, archery, athletics, badminton, basketball, body building, bowls, boxing, canoeing, cricket, cycling, darts, diving, equestrian sports, golf, gymnastics, handball, hockey, ice hockey, judo, karate, marathon races, netball, parachuting, rugby, shooting sports, snooker, soccer, softball, squash, swimming, table tennis, tennis, tenniquoits, tug-o-war, volleyball, water skiing, wrestling, and yoke-pin.

Participation in Sport and Recreation

The practicing of sports in official time may consequently also be regarded to be the execution of duty and Area Managers may use the undermentioned guidelines according to which approval for the practice of sports/recreation during official time could be considered. These guidelines are however always subject to the South African Correctional Services work and functional interests and sport/recreation in official time is aimed at maximal flexibility in order to maintain work requirements as a priority. It is prerequisite that work activities should not be disrupted by the concession and the sports interest does not represent any demand in this respect.

If social matters as indicated in table 10 (p. 67) are stressors in the work situation, then Area Managers should look into the possibility of utilizing sport and recreation as a unifying factor and subsequently improving social cohesion of the workforce.

Whether the concession of four (4) hours per week should take place on one afternoon or be spread over two or more days. Management can also on special request by a sporting code grant approval for the combination of the weekly-approved four hours, to enable such a sporting code like Fresh water/Shore angling to make use of a full day per month.

When a Management Area or sports/recreation club organizes a sports occasion and it is not possible to arrange it outside working hours or weekends, local management on merit may also consider exemption from duty.

Officials who represent the South African Correctional Services during sports championships should be regarded as being on official duty for their period of absence from work. Management Area and Provincial trials for the selection of teams are also regarded as Correctional Services Sports Championships for this purpose. Only two-day per sports code may be allowed for Provincial trials. (Excluding travel to and from venues).

International participation outside/inside the borders of the South Africa

Officials of Sports/recreational teams who visit countries abroad or compete against countries internally, may be assisted financially by the Local Club, Provincial Sports funds as well as the National Sport Fund

Who may participate in Correctional Services Championships?

Only officials, their wives/husbands, children and pensioned officials (re-employed and not re-employed) and their wives and husbands that are affiliated to a Departmental Sports club, which is affiliated to the Local Federation and those officials who have approval of the Area Manager and the Departmental club to participate in a Civilian Club and who are members of the Facility Fund, are allowed to participate in Departmental Championships.

Northern Province (31.6%), Western Cape (27.8%) and Eastern Cape (25.0%) indicated very high levels of stress due to remuneration, fringe benefits and personnel policy (table 11; p.69). The DCS should emphasise that participation in sport and recreation is a service benefit and that employees and their dependents can enjoy this.

Only approved expenses of Correctional officials will be catered for by state funds.

❑ S.A. CORRECTIONAL SERVICES SPORTS FUND

There is a fund known as the Department of Correctional Service's Sports Fund

The purpose of the Fund is:

- *To contribute to the improvement/development of sports / recreation on national level among all officials who contribute to the Sport fund.*
- *To promote sports/recreation in general on merit;*

❑ RECREATION

DEFINITION

“Recreation is a guided process of voluntary participation in any activity which contributes to the improvement of general health, well-being and the skills of both the individual and society”

❑ CONTROL

It should be noted that participation in recreation is controlled and guided by applicable Department of Correctional Services regulation (Regulation 7 a) and standing orders (Chapter 17) in order for officials to participate and enjoy the benefits of recreation, among other prescriptions, should constitute formal recreation clubs.

❑ BIOKINETICS

DEFINITION

“Bios” means “life” and “kinetics” means “movement”.

Biokinetics means the maintaining and improvement of life through movement”.

Permission has been granted that Biokinetic centres can be established at Management Areas, on condition that the member(s) monitoring such activities must be a qualified biokineticist. Members at existing centers can exercise Biokinetics for example at the SANDF/SAPS or any private centre on condition that an approved programme by a qualified biokineticist must be followed. All expenses are for the responsibility of the official following the programme.

□ DEVELOPMENT

DEFINITION

“Sport Development is a process through which mechanisms are offered for individuals to access all forms of sport development, whether as a player, official, coach or administrator, and covers from foundation to elite levels of sport.”

6.7 RECOMMENDATIONS

The preceding chapters have provided an indication that stress exists within the DCS. There is also an indication that the sport policy alludes to the control of stress through an active lifestyle. However there is much work that still has to be done especially in the field of research. The Employee Assistance Programme of the DCS together with the Sport Sub-directorate and the biokinetics centres can play a vital role in developing stress intervention and exercise programmes. Listed below are recommendations that can assist in reducing stress in the DCS.

The Department of Correctional Services will need to:

- * Develop a supportive managerial climate;
- * Reduce the amount of overtime worked;
- * Improve physical working conditions;
- * Reduce overcrowding;
- * Deal with problems of corruption, staffing and resources;
- * Improve communication and standardise policies and procedures.

The following recommendations are specifically linked to the benefits of physical exercise as a means of offsetting occupational stress:

- ⌘ Develop holistic stress intervention and exercise programmes;
- ⌘ The reduction of stress through sport and recreation should be included in planning at the National Sport Commission level;
- ⌘ Ensure that sport and recreation is accessible to all employees and dependents. (presently the focus is on competitive sport);
- ⌘ Utilise the development section of the sport subdirectorates to market and promote programmes that can assist in reducing stress;
- ⌘ Develop Correctional Officials at every management area who focus on a co-ordinated national programme to relieve stress;
- ⌘ Motivate the Correctional Services Community to develop active lifestyles through linking sport and recreation with well being;
- ⌘ Incorporate recreation as part of every sport club in the Department of Correctional Services;
- ⌘ Encourage all employees to utilise sports facilities provided by the Department of Correctional Services;
- ⌘ Organise programmes for employees living on prison premises;
- ⌘ Include recreational and “stress reducing” activities as part of “approved” sport codes;
- ⌘ Utilise the sportfund more effectively and encourage all employees to become members;
- ⌘ Expand the boikinetics section to all management areas;
- ⌘ Take positive preventative action to tackle personal coping skills including physical exercise programmes and organisational variables within the control of management in Correctional Services;

6.8 SUMMARY

Work is increasingly stressful (table 3; p.53). The issue is how to reduce the harmful effects of stress – illness, accidents, emotional distress, and behavioural costs of excessive stress- while maintaining high performance in a high-pressure workplace. The pressure, the demands for performance will only increase in organisations. Yet the research presented so far suggests that employees do not have to succumb to it. They can learn to become hardy individuals. The Department of Correctional Services has created a culture of healthy living by encouraging participation in sport and recreation. It is a given fact that Correctional Services Employees work in an extremely stressful environment. Pressures and demands met by inadequate coping responses leads to stress symptoms. To maximise the potential of stress management short and long term goals are necessary. For the short term, stress management courses, seminars, programmes and learning activities will continue to be popular. **However it should be remembered that stress management programmes are not the ultimate goal, nor is learning stress coping skills in the individual. The ultimate goal is to create living, working and community environments that allow employees to live and work together in ways that optimise their health, wellbeing, creativity, and productivity. (Scott and Jaffe, 1991)** The Department of Correctional Services provides opportunities through its sport and recreation programmes for an employee to pursue personal health goals and manage stress.

This study has shown that conditions in the workplace are major contributors to stress. Stress experienced as a result of the job (table 6:p. 59) is particularly likely to become chronic because it is such a large part of daily life. In the Department of Correctional Services stress can reduce an employee's effectiveness by impairing concentration, causing sleeplessness and increasing the risk for illness, back problems,

accidents, and lost time; something which the Department of Correctional Services can ill afford. Work stress can lead to harassment or even violence while on the job. This coupled with overcrowded prisons can be a recipe for disaster (table 8; p. 63).

Some studies indicate that those most likely to experience stress are those who feel that they have no control over their circumstances. This is exacerbated by other problems eg. financial, social (table 10; p. 67) and behavioural. Organisations that are going through change as well as those that lack effective communication and conflict resolution mechanisms; ones that don't invite participation in decision making; or allow creativity, are likely to contribute to stress. Additional stressors include downsizing, long hours, time spent away from home and family, office politics, corruption, conflicts between management and unions, salaries that are not commensurate with levels of responsibility (table 11; p. 69), change, as well as unrelenting and unreasonable demands for performance.

People who try to deal with stress often resort to unhealthy habits including high fat and high salt diets and increased tobacco and alcohol use.

- ❖ Several factors have to be considered in managing stress.
- ❖ No single method is uniformly useful.
- ❖ A combination of methods should be considered.
- ❖ What works for one may not work for another.
- ❖ Stress can be positive as well as negative.
- ❖ Stress can also make one vulnerable to illness.

Exercise and recreation in combination with stress management techniques is very important. For those with heart disease, exercise can reduce significantly the risk of a heart attack. As the body attains fitness,

its ability to withstand stress is enhanced. The heart and circulation are able to work harder for longer. The mind is often better able to cope with the pressures of stress. The Department of Correctional Services has excellent sporting facilities at almost every Management Area. All Management Areas have numerous clubs to cater for almost every code of sport. It is therefore strongly recommended that Department of Correctional Services employees make use of the opportunities provided by the national sport and recreation policy to participate in physical activity in order to reduce some of the stress experienced.