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UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

AN EVALUATION OF THE EMPLOYEE ASSISTANCE PROGRAMME IN THE DEPARTMENT OF CORRECTIONAL SERVICES BENCHMARKED AGAINST THE STANDARDS OF THE EMPLOYEE ASSISTANCE PROFESSIONALS ASSOCIATION OF SOUTH AFRICA

By

PRAVESH AMICHUND BHOODRAM

Presented in partial fulfilment of the requirements for the degree

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Department of Social Work and Criminology

At the
University of Pretoria

Promoter: Prof LS Terblanche

PRETORIA **JANUARY 2010**

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Dedicated to my wife Eileen, and my boys,

Aveer and Prahiel;

And to my brother Vinesh and sister Aruna,

To my mother, Leela

who taught me perseverance

and my father Amichund

who was the epitome of humility...

"Appreciation is a wonderful thing. It makes what is excellent in others belong to us as well" Voltaire

DECLARATION

I do hereby declare that this research report entitled:

"An evaluation of the employee assistance programme in the Department of Correctional Services benchmarked against the standards of the Employee Assistance Professionals Association of South Africa"

Is my own work and that as far possible all sources of information have been fully acknowledged.

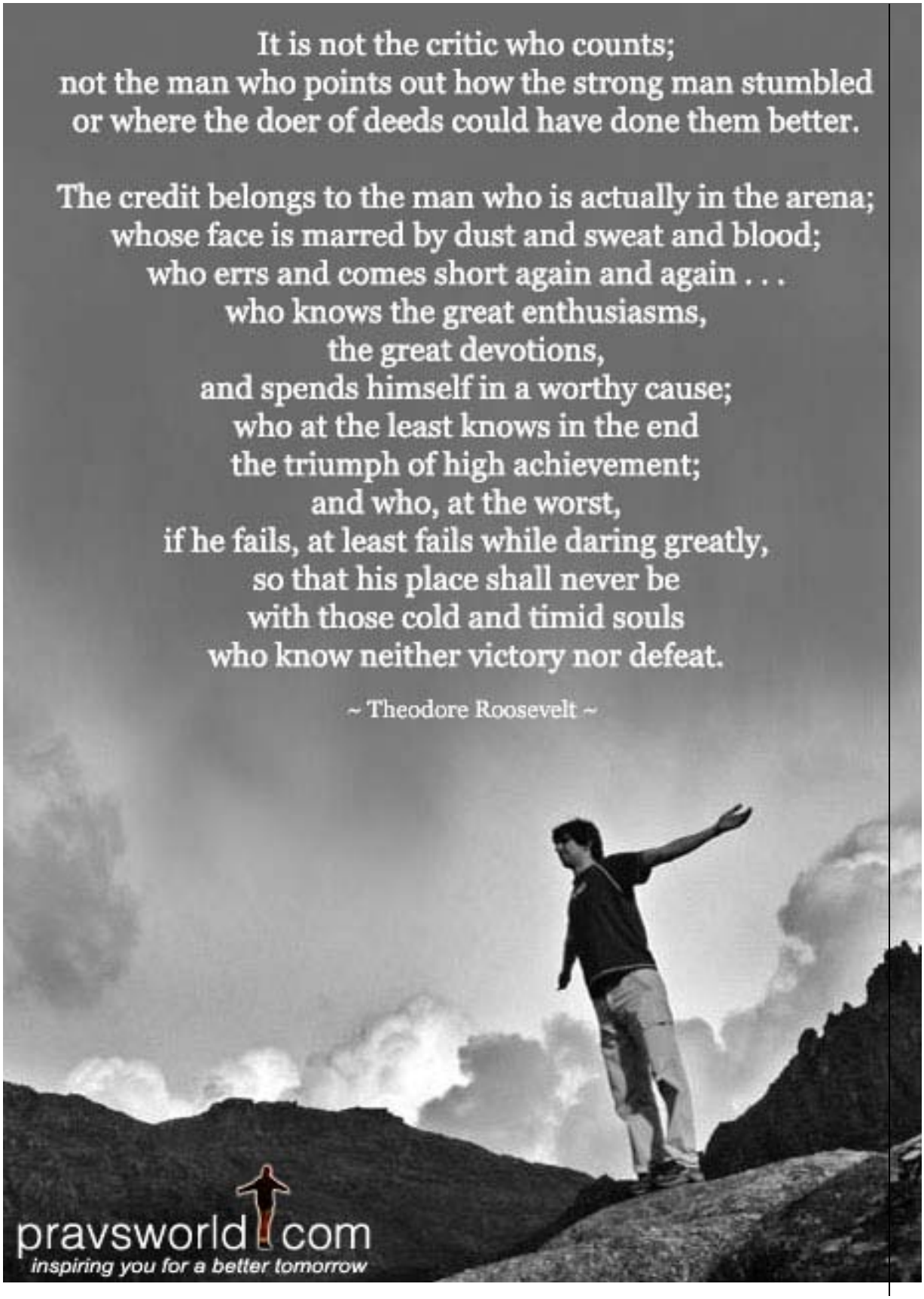
……..
PRAVESH BHOODRAM
JANUARY 2010

IN APPRECIATION

My appreciation to the following persons who have contributed to the fulfilment of my studies:

- "divine knowledge" from mother Saraswati who represents intelligence, consciousness, cosmic knowledge, creativity, education, enlightenment, music, the arts, and power,
- Senior management from the Department of Correctional services especially Ms J Schreiner, Mr S A Tsetsane and Mr H Davids,
- All Heads of Correctional Centres as well as Heads of Corporate Services who participated in the survey,
- The Standards Committee: Professor Lourie Terblanche, Kelly Manzini, Radhi Vandayar, Thiloshni Govender and Godfrey Chabalala,
- The Department of Statistics at the University of Pretoria, under the leadership of Professor Smith and Dr. Mike van der Linde who assisted with the quantitative analysis of the questionnaire.
- Professor Lourie Terblanche for his patience, leadership and continued support.

PRAVESH AMICHUND BHOODRAM


It is not the critic who counts;
not the man who points out how the strong man stumbled
or where the doer of deeds could have done them better.
The credit belongs to the man who is actually in the arena;
whose face is marred by dust and sweat and blood;
who errs and comes short again and again . . .
who knows the great enthusiasms,
the great devotions,
and spends himself in a worthy cause;
who at the least knows in the end
the triumph of high achievement;
and who, at the worst,
if he fails, at least fails while daring greatly,
so that his place shall never be
with those cold and timid souls
who know neither victory nor defeat.
~ Theodore Roosevelt ~
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SUMMARY

An evaluation of the Employee Assistance Programme in the Department of Correctional Services benchmarked against the standards of the Employee Assistance Professionals Association of South Africa

By

Pravesh Amichund Bhoodram

Promoter: Professor Dr L S Terblanche
Department of Social Work and Criminology
Degree: Ph.D

In the Department of Correctional Services (DCS), as the role of workers in the workplace changed after demilitarisation in 1996, the needs of the employees also changed. The changing work environment placed different demands on them, unlike those that they had been used to in the past. Because of the growth of personal problems at the workplace, the EAP was introduced in the DCS in the late 1990's. The EAP in the DCS has been formally in existence since 2000 and has not been formally evaluated according to the EAPA SA standards. The EAPA SA standards are the benchmark against which all EAPs in South Africa could be measured. This research attempts to ascertain whether the EAP in the DCS has been implemented according the prescripts of the EAPA SA standards. The research approach involved both the qualitative as well as the quantitative approaches. The qualitative approach was used in documenting the processes

followed in the conceptualisation, introduction and creation of the EAP in DCS. The quantitative approach was used to evaluate the EAP in DCS using the EAPA SA standards as a benchmark.

In the first chapter a general orientation to the study as well as the researcher's rationale and structure for the research is provided. The literature review in chapter two took a retrospective look at the developments in the EAP industry by focussing on the most modern interventions in the EAP field initially and moving to the origins of the EAP later. Chapter three focussed on the evaluation of the EAP in the DCS which included a systematic collection of information about that programme. In chapter four each standard as it appears in the standards document and brief comment on each standard was presented. The standards were also reviewed in relation to recent literature on the subject. The empirical analysis in the following chapter included a quantitative analysis followed by a qualitative analysis of the responses. The first phase included the development of a questionnaire based on the standards. The distribution and completion of the questionnaire were part of phase two. In the final phase the questionnaire was analysed by the the Department of Statistics at the University of Pretoria, under the leadership of Professor Smith and Dr. Mike van der Linde. In the final chapter a consolidation of all the chapters as well as recommendations for further research is presented.

The formulated problem was addressed through the choice of different approaches, strategy and design during the research process. The researcher

was able to combine the research approaches to compare and subsequently verify the findings. Based on the findings the following conclusions can be made: firstly that the DCS does not comply fully with many of the standards as set out by EAPA SA, secondly that the DCS is understaffed when attempting to deliver EAP services and finally that there is a resounding plea for EAP services in the DCS. In addition to the proposals a revised standards document has also been integrated into the findings.

KEY CONCEPTS

Aftercare

Case consultation

Counselling

Correctional Services

Employee Assistance Programme

Employee Assistance Professionals Association of South Africa

Employee Health and Wellness

EAP professional

EAP practitioner

Head Correctional Centre

Management Area

Manager

Supervisor

Well-being

Wellness

ACRONYMS

AIDS	Acute Immunodeficiency Syndrome
CPD	Continuous professional development
DC	Deputy Commissioner
DCS	Department of Correctional Services
DFWP	Drug-Free Workplace
DPSA	Department of Public Service and Administration
EAP	Employee Assistance Programme
EAPA	Employee Assistance Professionals Association
EAPA Incorporated	Incorporated Assistance Professionals Association
EAPA SA	Employee Assistance Professionals Association of South Africa
EC	Eastern Cape
EHW	Employee Health and Wellness
EHWP	Employee Health and Wellness Programme
FNC	Free State and Northern Cape
G	Gauteng
HCC	Head of Correctional Centre
HIV	Human Immunodeficiency Virus
KZN	KwaZulu Natal
LMN	Limpopo, Mpumalanga and North West
OAP	Occupational alcoholism programmes
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
OSW	Occupational Social Work
SA	South Africa
SANDF	South African National Defence Force
SAP	Substance Abuse Professional
SAPS	South African Police Service

US	United States
WC	Western Cape

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