

**INVESTIGATING THE IMPACT ON
REHABILITATION OF A SAFE AND
HEALTHY SPORT AND RECREATION
ENVIRONMENT FOR INMATES IN
PRISON**

BY

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**INVESTIGATING THE IMPACT ON REHABILITATION OF A SAFE
AND HEALTHY SPORT AND RECREATION ENVIRONMENT FOR
INMATES IN PRISON:
A CONCEPTUAL ANALYSIS**

By

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My wife, Ingrid, and children, Rusthania and Kerwin, for providing me with a quiet shelter when researching and drafting this document.

DECLARATION

I, Raymond Richard George, hereby declare that the contents of this thesis represent my own unaided work and that the thesis has not previously been submitted for academic examination towards any qualification, to any other tertiary educational institution.

Signed



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ABSTRACT

The Department of Correctional Services provided very little guidance with regard to alternative means of maintaining rehabilitation through sport and recreation. Rehabilitation is the responsibility of the rehabilitative, custodial staff and the community. The judicious, fair and consistent operation of programmes is an important aid in the hands of the Department of Correctional Services to regulate the behaviour of inmates to ensure a satisfied and orderly prison community. This research is primarily focused on how to encourage inmates towards good behaviour, to instill a sense of responsibility in them and to ensure their interest and co-operation in the integration into sport and recreation. The Department of Correctional Services aspires to be an institution that delivers results in sport and recreation by utilising programmes to achieve these goals.

Officials had little or no training in alternative methods of maintaining rehabilitation, but had to deal with the same or worsening level of inmate rehabilitation. It is because of this perceived erosion of inmate rehabilitation that this study was undertaken. The Department of Correctional Services should operate within a supportive framework with the Department of Sport and Recreation.

Rehabilitation impacts strongly on the quality of skills offered and acquired. The lack of sport and recreation programmes and facilities also affects the ability of officials to maintain consistently high standards. Although the environment from which the inmates come affects their behaviour and discipline, the management of this behaviour and discipline is dependent on the skills and systems present in the Department of Correctional Services.

This research investigates the impact on rehabilitation of a safe and healthy sport and recreation environment for inmates at Pollsmoor Maximum Prison. Officials of Pollsmoor Maximum Prison were invited to attend sessions where questionnaires were issued and completed.

Dedication

Recommendations around rehabilitation through sport and recreation of inmates are made:

- To create opportunities;
- The acquisition of knowledge and new skills;
- The development of an attitude of serving with excellence; and
- To prepare the inmate to return to society with an improved chance of staying out of prison as productive and law abiding citizens.

THE STUDY

Rehabilitation will always be a contentious issue in the Department of Correctional Services. Rehabilitation through sport and recreation must be provided in collaboration with external partnerships.

- 1.6. Interviews search
- 1.7. Empirical survey
- 1.8. Statistical analysis
- 1.9. Summary

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- 2.2. The value of sport and recreation
- 2.3. Improvement of the quality of life
- 2.4. Recreation and crime
- 2.5. Training and development
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- 2.7. External partnership
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- 2.10. Evaluation
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CHAPTER 1

INTRODUCTION AND DEMARCATION OF THE STUDY

1.1 INTRODUCTION AND BACKGROUND

Every government ministry, department, province or local authority may carry out sporting or recreational activities or activities relating to physical education, sport and recreation, including training programmes and development of leadership qualities. Sport and Recreation is a guided process of voluntary participation in any activity that contributes to the improvement of general health, well-being and skills of both the individual and society.

Sport and Recreation develops the personality and spiritual qualities of the human being, represents an enrichment of human culture, has educational and formative value which enriches human potential and broadens one's horizon, is an important means of self-discovery and of self-fulfilment and contributes much to the improvement of national health in its widest sense.

Inmate means any person whether convicted or not who is detained in custody in any prison or who is being transferred in custody or is in route from one prison to another prison.

The Department of Correctional Services has committed itself, by embracing a rehabilitative approach to corrections, to create a humane environment that promotes the development of offenders to be law-abiding and productive citizens.

Members of the Department of Correctional Services are not fully trained to make sport and recreation a success. There is a shortcoming of recruitment and selection of prospective employees and also of correct placement of personnel. There is a shortcoming from management of the institution by not evaluating rehabilitators conducted by officials and community organisations that enabling inmates to manipulate and to fabricate the success of these programmes. There is a shortcoming of encouragement and assistance of inmates to discard negative values and develop positive ones.

For the purposes of this study, the researcher refers to Pollsmoor Maximum Prison as a correctional facility where sentenced inmates are incarcerated for a period of time until a court of law orders their release or until their sentence is served.

1.2 PROBLEM STATEMENT

The Department of Correctional Services shortcoming in the rehabilitation through sport and recreation, to inmates who are entrusted into its care.

Problem areas are the shortcoming of sport and recreation activities and facilities in prison and the lack of trained officials, as well as the attitude of officials, managers and the Department of Correctional Services. There is also a shortcoming of co-responsibility from the community in sport and recreation.

There is a shortcoming of successful sport and recreation evaluating of rehabilitation officials to reach the Department's goals.

1.3 OBJECTIVES

- To encourage inmates towards good behaviour to instill a sense of responsibility in them and to ensure their interest and co-operation in the integration into programmes.
- To boost their self-esteem in making them realise that they are needed outside for the good they can give to society.
- To narrow the gap between the inmates and the community regarding co-responsibility in sport and recreation.
- To be a result-orientated institution with sport and recreation as the objective by utilising programmes so that the inmates can achieve their goals.
- This research is to have trained staff in sport and recreation and change the attitudes of staff, managers and the Department of Correctional Services to deal with sport and recreation effectively.
- One of the main objectives is the rehabilitation of inmates who are entrusted to its care.

1.4 KEY QUESTIONS

The key questions of this study are as follows:

- Are sport and recreation programmes effective in rehabilitation?
- Is there a need for personnel to be re-empowered or trained?
- Does the Department of Correctional Services involve non-governmental organisations, community-based organisations and other service providers in sport and recreation?
- Are suitable personnel brought into the Department of Correctional Services through the recruiting process? and
- Is job evaluation in the Department of Correctional Services successful?

1.5 DELIMITATION OF RESEARCH

This study will focus on Pollsmoor Maximum Prison, a correctional facility with a population of ±1400 sentenced inmates and 339 officials.

The study will focus on a target population of one hundred (100) officials and the rehabilitation of inmates at Pollsmoor Maximum Prison through sport and recreation.

1.6 LITERATURE SEARCH

A study of relevant books, journal articles, academic papers, official reports, government policy, such as legislation and subordinate legislation, official publications and other policy documents, unpublished research and other applicable published and unpublished material, will be undertaken.

1.7 EMPIRICAL SURVEY

A survey will be conducted among the target population of one hundred (100) officials in the form of a self-administered questionnaire consisting of independent and dependent variables.

1.8 STATISTICAL ANALYSIS

Appropriate response percentages of the questionnaire will be determined. The response of all the role players will be compiled, presented and analysed.

1.9 SUMMARY

The task of the correctional sport and recreation official will be that of helping people to change lifestyles in the community rather than providing diversions within the institution. It will require a deeper understanding of crime and the problems that lead people to commit crimes. To deal with sport and recreation effectively, rehabilitation will have major effects on the community at large if healed victims are released from prison.

CHAPTER 2

CONCEPTUAL FRAMEWORK

2.1 INTRODUCTION

This chapter is summarised as background information of the research report. It is primarily focused on how to encourage inmates towards good behaviour, to instill a sense of responsibility in them and to ensure their interest and co-operation in the integration into sport and recreation.

2.2 THE VALUE OF SPORT AND RECREATION

The value of participation in sport and recreation is generally recognised and accepted. It develops the personality and spiritual qualities of the human being, represents an enrichment of human culture, has educational and formative value which enriches human potential, and broadens one's horizon. It is an important way of self-discovery and of self-fulfilment and contributes much to the improvement of national health in its widest sense. Sport is also an important human cultural asset; it is woven into communities and is therefore one of the most important unifying factors in a community. Sport and Recreation bring people together, promote spontaneous communication and human relations and create strong social bonds. Individuals and population groups within the borders of the country depend on each other for good relations and therefore for peace. It is consequently in the interests of South Africa, its communities and populations that there should be fair and adequate opportunities for everybody to participate in sport and recreation. Sport and recreation should also be practiced, organised, managed and provided on a healthy basis (Olivier, 1987:6).

2.3 IMPROVEMENT OF THE QUALITY OF LIFE

Cultures and communities throughout the world are to an ever-increasing extent recognising the right of the human being to certain periods of time during which he has the freedom to choose how he will occupy himself and which experiences he wants to select in his striving to improve his quality of life.

Peace and prosperity, social stability, the opportunity to build meaningful interpersonal contacts and the scaling down of social inequality are of the most important prerequisites for the full implementation of this right to have leisure time to spend. Freedom and choice are the central elements of this concept:

- freedom to develop talents;
- give free rein to interest;

- enhance the quality of life;
- choose from a large variety of opportunities; and
- to broaden the spectrum of experience.

Recreation in this context is the participation in recreative, pleasant activities during leisure time.

Leisure time and the devotion thereof to physical forms of recreation are a basic human rights and simultaneously imply the responsibility of the authorities in a country to recognise and protect it and be of service to it. It also means that nobody will be deprived of this right on the basis of his kin, colour, sex, race, religion, economic position or political convictions (Olivier, 1987:6).

To improve the quality of life of individuals and communities sport and recreation requires (Katzenellenbogen, S.A. Journal, 1996. Volume 19. No.1 and 2: 127):

- A top-down and bottom-up approach. Whilst policies and people are being developed, it is critical to achieve demonstrable results in the community.
- Establishing a strong philosophical base about the potential of sport and recreation to develop self-responsible individuals and self-managed community groups. This requires the provision of information to individuals and communities and addressing the big issues based on social planning, so that people have the opportunity to develop high quality lifestyles.

- Vision, leadership and determination.
- Co-working within the profession and with other professionals to pool resources and expertise in order to improve outcomes in the community. This is possibly one of the harder challenges, as tradition dies hard, turf is not yielded lightly and political and economic interference runs high.

However, for initiatives to have staying power, partnership must be developed between professionals, across organisations and within the community.

- Demonstrating the social, economic and political benefits of sport and recreation to decision-makers at all levels

2.4 RECREATION AND CRIME

Participation in wholesome recreation helps build character, and recreation is obviously a potent agent in the prevention of crime and delinquency.

Delinquency is less likely to flourish in communities where opportunities for wholesome recreation are abundant and attractive, than in cities where they are lacking.

Most criminal acts are committed during leisure time, and many of them because people want to buy pleasures less satisfying than forms of recreation, which might be provided by the community at little cost. Probation officers, police officials and prison authorities have testified from their experience that much delinquency and crime result from inadequate recreation opportunities.

Recreation alone cannot prevent or eliminate delinquency and crime in a community or neighbourhood. It must be allied with other institutions such as home, school and the church. Furthermore, it is not the chief function of recreation, any more than of education, to prevent delinquency, but by developing wholesome personalities and social human beings, it helps assure a situation in which antisocial attitudes do not flourish. Recreation is finally being accepted as an integral part in the overall process of correctional treatment. It is imperative that correctional administrators recognise the value of recreation in accomplishing the goal of rehabilitation. Recreation offers not only a tool, which enables the inmate to use his leisure time in a constructive and pleasurable way, but it is also an important and vital link with the outside world (Kraus and Allen, 1987:20-21).

2.5 TRAINING AND DEVELOPMENT

South Africa is experiencing a large shortage of well-trained employees and managers. It is essential that employees be trained to acceptable levels of skill and competency. Training is more task-orientated than development and often of a short-term nature. Development is more related to the expansion of potential with a long-term perspective. Human resource development not only includes training in technical skills, but also the identification and development of management potential. The latter includes development of skills, knowledge and attitudes. It is necessary to evaluate and determine, from time to time whether the programmes are successful, to a degree. The scientifically-orientated human resources manager will want to know whether problems have been eliminated, whether productivity has increased, and whether management has become more effective (Kroon, 1990:315).

In the fast-changing technological environment, the training and development of employees has become a specialised field. Training and development requirements are reflected by a variety of human resource and organisational problems. The human resource function's aim

is to identify these needs and to develop, apply and evaluate training and development programmes for workers, supervisors and managers. Along a broader front, the human resources manager also has an important role to fulfill in designing comprehensive development programmes. Currently this type of training and development cannot be left to the line official (Kroon, 1990:315).

- Training has the aim of greater productivity of employees in their present positions and developing employees towards accepting more responsibilities. Training can only be successful when (Kroon, 1990:316):
- the candidate is motivated to learn or be trained;
- an effective feedback system is part of the training process so that mistakes made by the candidate can immediately be corrected;
- acknowledgement is given to successful candidates through official congratulation, promotion or an increase in salary;
- acquired knowledge can be applied in a practical manner; and
- it is applicable to the work situation of the employee involved.

2.6 RECRUITMENT, SELECTION AND PLACEMENT

The recruitment of personnel is the first step in the employment process. Recruitment implies the obtaining of suitable applicants for vacant positions so that the right individuals may be selected for the right positions. The recruitment process should ensure that for every position available in the institution, there are a sufficient number of qualified applicants. In larger organisations, recruitment is a complex and continuing process that demands extensive planning and effort. Successful publicity increases the chances of institutions in the public sector to compete in the labour market for scarce labour and to recruit candidates to fill the vacancies (Andrews, 1995:19 and 93).

Recruitment can really only be effective when publicity programmes have succeeded in developing a positive attitude in the minds of the public towards public institutions (Andrews, 1995:101). Once the recruitment process has supplied enough job applicants, the institution faces the task of choosing the best one for the specific job. After the preliminary screening, various techniques may be used to select a candidate for a vacancy, based on the information contained in the application forms.

The purpose of selection therefore is to select and retain sufficient suitable workers in order to realise the goals of the institution. The norm by which candidates are judged in order to

select the most suitable candidate is found in the relevant job description. After a candidate has been selected for a vacant position he is placed in that position. Correct placement is important because it could influence the utilisation of personnel. Employees who are placed correctly are normally productive, their attitude is positive and this contributes to good group morale (Andrews, 1995:19).

2.7 EXTERNAL PARTNERSHIP

The vision statement: “To be one of the best in the world in delivering correctional services with integrity and commitment to excellence” (Mvelaphanda, 2002:8).

The question of how the Department of Correctional Services renders its service, that is, with integrity and commitment, explains what the community always wanted to know. The community will basically be witnesses to the excellent services the department has on offer for inmates. Excellence is what the community expects from the Department of Correctional Services and stating it in the vision is very critical.

The mission statement needs : “To deliver a Correctional Service in partnership with stakeholders by providing (Mvelaphanda, 2002:8):

- Incarceration of inmates under conditions consistent with human dignity.
- Rehabilitation and reintegration programmes.
- Proper supervision of persons under community corrections.
- Procurement and acquisition of adequate resources, which enable effective responses to challenges.

The Department of Correctional Services needs to involve the community as partners in the business, especially in the rehabilitation of inmates. Since the community is expected to accept the inmate back after incarceration it is imperative that the same community gets involved in the process.

The victims and families of both the inmate and the victim form part of this community. To achieve success in the rehabilitation process, the need is to involve the community so that the business can be transparent and acceptable to the very community it is supposed to serve.

The community has to participate in the enhancement of programmes implemented for inmates. Participation of non governmental organisations and other similar institutions

needs to be ensured in order to enhance our integrity with the communities and to highlight our commitment to excellence.

Development of a new Rehabilitation-Centered Correctional system must take into account significant contributions and support needed from external partners. The Department of Correctional Services will fail in transformation objectives if it does not maintain and promote partnerships with communities, community institutions, non-governmental organisations, private enterprise, other government institutions and Departments and its partners within the Integrated Justice System. The proposed active involvement of the Department of Correctional Services in community initiatives and projects will contribute to aims of crime prevention and effective reintegration of inmates. Outstanding partners will be recognised.

Educators are responsible for promoting community involvement in the various programmes in order to support the existing resources of the directorate to build capacities and to stay abreast of developments and to obtain additional skills for support. The active engagement of the community in the rehabilitation process of the inmates will strengthen partnership in the treatment of the inmate. No correctional system can achieve its objective if it does not have a range of healthy external partnerships (Mvelaphanda, 2002:54).

2.8 REHABILITATION

Inmate rehabilitation is one of the primary objectives and involves education, re-skilling, learning a trade, moral and spiritual enlightenment, personal development and preparation for release. Rehabilitation is both the responsibility of the rehabilitative and custodial staff. Opportunities must be provided to all inmates concerning education, training, personal development and encouragement to join in these activities, establishing an environment that allows for self-discipline, social independence, ongoing family and community support and reintegration and, most importantly, to help the inmate regain full restoration of citizenship and the freedom and responsibilities that go with it. In order to intensify rehabilitation and to ensure accountability, the focus is on strategies that address both remedial and preventative measures and assist inmates to return home to their families and the community as law-abiding and productive citizens (Mvelaphanda, 2002:44).

The Department of Correctional Services believes that rehabilitation and prevention of recidivism are best achieved through correction and development, as opposed to punishment and treatment. The Department's approach to rehabilitation is based on the conviction that

every human being is capable of change and transformation if offered the opportunity and resources. The Department's approach to rehabilitation is also much more than just trying to prevent crime. It is rather a holistic approach in which trying to encourage and include the following:

- social responsibility;
- social justice;
- active participation in democratic activities;
- empowerment through life and other skills; and
- contribution to make South Africa a better place in which to live.

The Department also views rehabilitation as a process in which we combine the following three things:

- Correction of offending behaviour;
- Human development through which we would like to achieve; and
- The promotion of social responsibility and positive social values.

2.10 EVALUATION

The period of imprisonment should be used to nurture and rebuild the relationship between the inmate, the community and society at large. The Department intends using the term After-Care to describe its services aimed at promoting the effective social integration of inmates back into the community of origin. This view on social reintegration will also inform our approach to issues like:

- written and telephonic communication;
- visits with family, friends and loved ones;
- access to information about the world outside through newspapers, television and radio; and
- contact with social institutions from his or her community of origin (Draft White Paper on Corrections in S.A., 2003:65).

Not all inmates came to prison equally ready to undertake personal change and they need encouragement in joining activities that will assist them to change. Hence the Department of Correctional Services is placing rehabilitation at the centre of all its activities and views it as a long-term goal to crime prevention and as potential to eliminate recidivism. Having established the common understanding of rehabilitation, it is therefore important to identify all the participants (agents) in the process of rehabilitation and agree on the role that each will play at different stages of the process (Seipati, 2002. Nexus, July:14).

2.9 DEFINITIONS OF REHABILITATION

According to (Seipati, 2002. Nexus, July: 14) rehabilitation is:

The creation of an enabling environment where a human rights culture is upheld, reconciliation, forgiveness and healing are facilitated and inmates are encouraged and assisted to discard negative values and develop positive ones.

The creation of opportunities, the acquisition of knowledge and new skills, the development of an attitude of serving with excellence and the achievement of principled relations with others, to prepare the inmates to return to society with an improved chance of staying out of prison as productive and law-abiding citizens.

A process that starts with the inmate gaining insight into his/her need to change the negative behaviour.

2.10 EVALUATION

Evaluation is a process of systematic inquiry for decision situations; it is the judgement of merit or worth of some phenomenon based on some kind of criteria. Good evaluation should be able to display descriptive data of the programme's activities, cost, impact and possibly predict some aspects of the future course of the programme. However, even a good evaluation cannot provide a definitive picture of the future, reduce the cost of goods and services, or decide which course of action is the most desirable (Connolly, 1979:7-8).

If the evaluation of a programme occurs during the actual conduct of the programme, then it is a formative evaluation. Formative evaluation occurs while the programme is still in progress for the improvement and revision of the programme. If the evaluation occurs after the completion of the sport and recreation programme, then it is summative. Summative evaluation is the final judgement of merit or worth of a programme. The type of evaluation used depends on which evaluative purpose is desired. When one is concerned about accountability, it is wise to evaluate both formatively and summatively to provide the depth of data that is increasingly being demanded for the justification of programmes. Sport and recreation is an experience for either an individual or a group of people. In evaluation, judgements must be made by systematically searching out the answer to evaluative questions that the institution holds to be important (Mendell, 1984:104).

There are aspects of the programming process that are necessary to its success, which include the administration under whose auspices it is conducted, the specific face-to-face

leadership which actually brings the programme to the people, the programme itself and the facility in which it is conducted. All these areas must be fully effective if the total programme is to be successful. More specifically, each area involves evaluation of the facets of each.

2.11 CONCLUSIONS AND RECOMMENDATIONS

The collected data will be explained and analysed. Concluding remarks and recommendations will be put forward and aimed at improving the rehabilitation at Pollsmoor Maximum Prison.

2.12 SUMMARY

This research aims to emphasise commitment towards the rehabilitation of inmates and to provide a foundation for acquisition of knowledge and skills. This research calls upon officials and the Department of Correctional Services to take up responsibility and the challenge of building a humane and caring society.

To be successful (Prensch, 1994:283):

- Training should be a means to an end, not an end in itself. It must be an integral part of the organisation.
- Job performance specifications must be defined.
- Management must be responsible for ensuring that staff is effectively trained.
- Development should take place at all levels in the organisation.
- Training must be a collaboration between management, employees, training and personnel staff.
- Managers and trainers must understand how people learn.
- Training must be integrated into the work processes with a systematic approach to identifying training needs.

Training can be defined as organisationally directed experiences designed to further the learning of specific job behaviors that will contribute to organisational goals.

CHAPTER 3

TRAINING AND DEVELOPMENT NEEDS FOR CORRECTIONAL OFFICIALS

3.1 INTRODUCTION

Training is investment in people. It is to increase staff competence and develop staff potential and thereby to improve organisational performance. Training helps to further both the goals of the organisation and the individual's goals. Training should not only impart knowledge but also develop skills and change attitudes. Successful training in the organisation requires a learning process in which the learning opportunities are structured by both management and training staff.

The objective is to develop the skills, knowledge, experience and attitudes of the staff so that they achieve effective work performance, which is consistent with the organisation's goals.

To be successful (French, 1994:282):

- Training should be a means to an end, not an end in itself. It must be an integral part of the organisation.
- Job performance specifications must be defined.
- Management must be responsible for ensuring that staff is effectively trained.
- Development should take place at all levels in the organisation.
- Training must be a collaboration between management, employees, training and personnel staff.
- Managers and trainers must understand how people learn.
- Training must be integrated into the work processes with a systematic approach to identifying training needs.

Training can be defined as organisationally directed experiences designed to further the learning of specific job behaviors that will contribute to organisational goals.

3.2 IDENTIFICATION OF TRAINING NEEDS FOR CORRECTIONAL OFFICIALS

This is the process required to detect and specify training needs at individual levels. The purpose is to increase staff competence and develop staff potential and, thereby, to improve organisational performance. The aim is to enhance the education level and improve the skills of inmates to facilitate their reintegration into the community.

Some line managers see all performance problems as training problems and expect the trainer to provide solutions. Others will insist that their people should try harder or show greater commitment when it is patently obvious that there is a basic lack of vital knowledge or skill. The trainer's job is not to usurp the manager's responsibility for helping their people to meet performance standards. It is to help managers identify which problems may have training solutions and to anticipate future learning needs (Hackett, 1977:42).

3.2.1 PERFORMANCE APPRAISAL

Performance appraisal is the regular review of performance by a manager and each of his or her people. It is usually centred on performance against agreed job objectives, specific competencies, performance standards or personal goals. A written report agreed by both parties and perhaps by a more senior manager, is usually produced and a copy given to the trainer to action the training needs identified (Hackett, 1977:43).

Alternatively, there may be a further discussion between the trainer and the line manager to collate departmental needs on the basis of the reviews. Performance appraisal takes many forms and can serve several purposes. These include (Hackett, 1977:43):

- Identifying barriers to effective performance, including lack of training, unclear objectives, poor interpersonal relationships or ineffective job design.
- Enhancing employee motivation through positive feedback.
- Identifying additional responsibilities or changes in working practices, which will assist in achieving departmental goals or develop the employee or both.
- Improving communication and sharing or reinforcing the vision and values of the organisation.
- As a basis of determining performance-related pay or promotion decisions.

Depending on their primary objectives, schemes may be driven by either the training or personnel function or by a combination of the two. The trainer's involvement can therefore take many forms, including (Hackett, 1977:43-44):

- researching the need for a system;
- reviewing alternative methods;
- agreeing the objectives with senior management;
- designing the scheme – which could include consideration of the frequency, performance criteria, assessment or rating method, interview style, report format and follow-up mechanisms, all of which need close line-management involvement to ensure a workable scheme;
- training appraisers in the objectives and use of the scheme;
- organising the printing and dispatch of forms, perhaps with basic employee data already entered to save management time;
- monitoring the return of forms and generally policing the system;
- collecting data from forms or direct from line managers or personnel after the appraisal interviews;
- collating training needs to match with possible learning opportunities;
- producing statistics and reports on overall competence levels and training needs; and
- collating the result by job category, department, division or whatever unit is the most meaningful. This will help senior management to assess whether the scheme is being systematically and fairly applied across all parts of the organisation. If one department head is rating everyone “excellent” and another is marking everyone “below standard”, some questions may need to be asked of both.

The Sports Council Recreation Management Fact file includes a very useful introduction to the topic, which extends and elaborates on the ideas discussed. The benefits of Performance Review are set out in the Sports Council document as follows:

- Ensuring that the individual's performance is in line with the overall organisational objectives;
- Assisting managers in improving their employees' performance and planning their future development;
- Assisting employees in identifying and clarifying their role in the organisation and evaluating performance against established targets;
- Assisting in stimulating communication between managers and staff; and
- Assisting in identifying training needs by highlighting areas of underperformance in individuals in a non-confrontational manner.

3.2.2 CLASSIFICATION OF TRAINING NEEDS

Type One

Training needs for managers.

Type Two

Training needs involving skills.

Training needs involving knowledge.

Training needs involving attitudes.

Type Three

Apparent training needs (Petasis, 1977:14).

3.3 ANALYSIS OF TRAINING NEEDS

Analysis of training needs is the process of examining training needs to determine how best they might actually be met. No process of training needs analysis can ever be considered complete without the introduction of some systematic method of determining individual training needs. Basically, the focus must be on the kinds of learning needed and the kinds of training and education needed to supply this learning.

3.3.1 TRAINING NEEDS FOR MANAGERS

This type of training for sport and recreation need is manifested from the first-line supervisory level up to the Managing Director. There has never been a time when it was more important for managers to train effectively and efficiently. The current era is one of great change and development through sport and recreation. Managers should be trained how to manage problems. When faced with a potential problem, first identify and isolate the problem, then seek appropriate data to help you understand the issues. Then possible causes can be diagnosed and decided on a plan of action (French, 1994:298).

Managers and supervisors throughout the institution must play a major role in providing information for the human resources department to use in developing and evaluating training programmes. They must be properly involved to supply valuable information regarding training needs, training methods and training evaluation. Training to increase subordinates' performance capabilities is one of the manager's most productive tasks (French, 1994:298).

Top management are responsible for deciding training policies, although effectiveness of their decisions is likely to be increased if they have been based on consultation at all levels.

Further recognition is that the prime responsibility for training rests with management. The training officer is responsible for advising and assisting all managers on training matters and is accountable to the Managing Director (Kenney, Reid, 1987:100-101).

3.3.2 SKILLS TRAINING

This relates to the need for training individuals in order to perform their tasks better. Training in sport and recreation is not of sufficient quality to meet the needs of the institution and its customers and are actually damaging. Some officials go through a skills-training programme but remain under-trained for the task.

Management and the human resources staff should be alert to any indications that officials need additional training. Complaints about the service indicate a need for training in sport and recreation.

The human resources staff should also decide how much should be presented about organisational policies during skills training. Although not always considered part of skill training, orientation regarding organisational policy and practices can be particularly important, especially for new employees (French, 1994:286).

Organisations develop training policies for four main reasons (Kenney and Reid, 1987:97):

- to define the relationship between the organisation's objectives and its commitment to the training function
- to provide operational guidelines for management. For example, to state management's responsibilities for planning and implementing training and, in particular, to ensure that training resources are allocated to priority and statutory requirements
- to provide information for employees. For example, to stress the performance standards expected, to indicate the organisation's commitment to training and development and to inform employees of opportunities for training and development and
- to enhance public relations. For example, to help attract caliber recruits, to reassure clients and the public at large about quality of products or service or to project an image as a caring and progressive employer by taking part in government-sponsored "social training programmes".

The human resources staff must also ensure that the job specifications are up to date, accurate and complete. Periodic discussions with supervisors responsible for sport and recreation can often be quite helpful in accomplishing this task. The supervisor must

also indicate any specific skills that recent employees still lack after completing the training programme. The supervisor's response must be to serve as a way to evaluate existing training programmes and improve future ones (French, 1994:286).

3.3.3 KNOWLEDGE TRAINING

Knowledge training involves the improvement in an individual's knowledge in sport and recreation, which is necessary or useful to perform this task. This category involves recall – of facts, processes, methods, anything that has been learned and just needs to be brought out of memory and used. In Sport and Recreation this would involve knowing the rules of the game. According to Drucker (1989:242), “Knowledge is information that changes something or somebody, either by becoming grounds for actions, or by making an individual (or an institution) capable of different or more effective actions”.

3.3.3.1 THE ROLE OF TECHNOLOGY IN KNOWLEDGE MANAGEMENT

Managing knowledge creation requires getting individuals and teams to share information, experience and insight. New technologies facilitate this process. In the knowledge creation process, companies must tackle two key activities: collection and connection.

The connecting dimension involves linking people who need to know with those who do know, so developing new capabilities for nurturing knowledge and acting knowledgeably. Connecting is necessary because knowledge is embodied in people and in the relationship within and between organisations. In carrying out collection and connection the company must achieve a balance of the two (Ahmed, *et al.* 2002:13).

3.3.3.2 ORGANISATION AS PEOPLE, PROJECT AND EXPERIENCE FACTORIES

- People Factory

For an organisation to be successful over time it must constantly build competencies in its workforce appropriate to its current and future needs; knowing its current people competence base and its future needs helps not only long-term planning but also provides guidance to what are the best ways to deploy its human asset base.

- Project Organisation

Organising around a project structure facilitates and capitalises upon individual learning and skills. Through the execution of projects the organisation can build up an experience resource base.

- Experience Factory

This is a knowledge and learning repository. As projects are executed the team gains experiences with products, plans, processes and models that have been used in their attempt to achieve project aims. The data insight and knowledge gathered during the development and execution of a project can be deposited subsequently in the experience factory. Successes as well as failures are useful learning experiences. They inform you what worked and what did not. The project organisation is thus the supply source for the experience factory.

The experience factory transforms insights and learning into reusable units (through the process of analysing experiences) and supplies them back to the project organisation (through a process of packaging useful insights and knowledge). Analysis involves examining the experience collected in order to uncover any genuinely new knowledge. Packaging involves taking the new knowledge and converting it into a usable form.

This is achieved through three activities: generalise, tailor and formalise.

Generalise means taking the knowledge from its specific context and making it more generic. If this can be done then it makes that specific knowledge available for more general use.

Tailoring is to customise the knowledge packet to the specific needs of a team, unit or individual.

Formalising a knowledge solution involves taking steps to make discovered new knowledge a standard throughout the organisation because it is considered to represent best practice (Ahmed, Kok, Loh, 2002:36).

3.3.4 ATTITUDE TRAINING

This need is related to the modification in a desired direction or improvement of the way an individual perceives certain things. Individual attitudes are all important, because someone with a positive attitude to their job will certainly operate differently from someone who is dissatisfied and perhaps seeking to move to alternative employment. The level of motivation of individuals determines whether they will work hard or take things easy.

An understanding of attitudes is important because attitudes help people adapt to their work environment. Attitudes often help people adjust to their work environment. When employees are well treated, they are likely to develop a positive attitude towards management and the organisation. Attitudes help supply standards and frames of reference that allow people to organise and explain the world around them (Luthans, 1995:123).

3.3.4.1 CHANGING ATTITUDES

Employee attitudes can be changed and sometimes it is in the best interests of management to try to do so. Fortunately there are ways in which the barriers can be overcome and attitudes can be changed. One of these is by providing new information. Sometimes this information will change a person's beliefs and in the process, his or her attitudes.

A way in which attitude changes can take place is by co-opting, which means taking people who are dissatisfied with a situation and getting them involved in improving things (Luthans, 1995:124-125).

3.3.5 APPARENT NEEDS

It is obvious that a new official in the field of sport and recreation needs induction training. The main purpose of induction is to help the new employee and institution become acquainted with each other and to assist the new employee in making a productive beginning.

According to Gerber, *et al.* (1998:127-128), when a new employee joins an organisation, he or she is unfamiliar with the way in which the work must be done, how the organisation functions and how to act to fit into the organisation effectively. It usually takes a while before the new employee is as productive as his or her colleagues who have been working for the organisation for some time.

An effective induction programme can contribute much towards enabling the new employee to reach production standards more rapidly and to reduce the cost of employment.

When they join an organisation, most new employees experience a degree of fear about whether they will succeed in the job as a result of insecurity about the requirements of the new job. This is a normal reaction. Tactful behaviour on the part of existing employees can eliminate the new employee's initial insecurity and fear so that he or she can address the new task with a positive attitude.

Labour turnover is particularly high during the first phase of the employee's period of service.

If, during this time, the employee is allowed to build up negative feelings towards the task – a feeling that he or she cannot make a positive contribution to the organisation, insecurity or frustration – this can induce the person to leave the service of the organisation. An effective induction programme can make a positive contribution towards limiting labour turnover to a minimum during the initial phase of the new employee's career.

Helping to create realistic employee expectations - the employees must be taught exactly what the organisation expects of them and what they in turn can expect from the organisation.

The induction programme can make an important contribution towards toning down expectations and basing them on reality.

The induction programme can contribute much towards the immediate development of a positive attitude towards the employer and job satisfaction on the part of the new employee. If, during induction, the employee finds that the employer takes an interest in him or her, wants to make the job climate pleasant, wants to see to it that he or she is a happy employee and is treated with dignity, all this can contribute towards fostering a positive attitude in the employee.

3.4 SUMMARY

Every recruit should be trained so that he or she can develop. Workers are continually exposed to change as a result of technological progress, so training is a continuous process, which ultimately culminates in development. A good development programme meets the needs of both the organisation and its employees.

It is important that officials should know how to perform their work so that they may be fully productive at the outset. If public institutions view the effective utilisation of their personnel as an important matter, training as well as development will enjoy the highest priority.

All managers are responsible for training their subordinates to improve current and future performance and to provide for management succession. The personnel and training departments will provide advice and assistance on training activities. To become managers of learning training people must be informed on the broad contextual issues related to workplace training and development. Effective training requires much more than an instructor, a lecture room and learning material.

the employment process. The recruitment process should ensure that for every sport and recreation position available in the institution, there are sufficient qualified applicants. Responsibility for the overall recruitment process is normally assigned to human resource managers. They are responsible for designing and implementing a recruitment programme that will meet the institution's personnel needs while complying with all legal requirements.

Sport and Recreation authorities have no more important task than the selection and effective use of their personnel. The selection process involves judging candidates on a variety of dimensions, ranging from the concrete and measurable to the abstract and personal. The human resources department is responsible for designing the selection system and managing its everyday operation.

Placement is one of the most critical tasks any organisation faces. The quality of the work performed can only be as high as the capabilities of the people performing it.

4.2 DEFINITIONS

Brough (1992:4) defines recruitment as follows: "Employee recruitment involves those organisational activities that influence the number and/or the types of applicants who apply for a position and/or affect whether a job is accepted".

Selection is the process of choosing among those who do apply (French, 1994:212).

Placement is the process by which the new-comer/transferred employee/promoted employee is placed in a certain job for optimal individual and organisational goal achievement in accordance with the individual's own potential and needs (Gerber, et al. 1998:120).

CHAPTER 4

ESTABLISHMENT OF EMPLOYMENT RELATIONSHIPS

4.1 INTRODUCTION

The recruitment of personnel is the first step in the employment process. The recruitment process should ensure that for every sport and recreation position available in the institution, there are sufficient qualified applicants. Responsibility for the overall recruitment process is normally assigned to human resource managers. They are responsible for designing and implementing a recruitment programme that will meet the institution's personnel needs while complying with all legal requirements.

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Placement is the process by which the newcomer/transferred employee/promoted employee is placed in a certain job for optimal individual and organisational goal achievement in accordance with the individual's own potential and needs (Gerber, *et al.* 1998:120).

4.3 ADVANTAGES AND DISADVANTAGES OF RECRUITMENT

The chief advantage from within the organisation is that the employee is already known. His or her performance in the job will usually be more predictable than that of an outsider. In addition, less general training and orientation will be required, and less time will be needed for the person to adapt to the work environment.

Especially for higher-level positions, external recruitment searches can be costly and difficult, and for this reason recruiting from within is often the more cost-effective option. Internal recruitment also serves to raise employee morale and improve the organisational climate (French, 1994:216).

In some cases, however, it may be impossible for a firm to fill a position with a member of its own staff. In other cases, especially in smaller companies, internal recruitment may be possible but inadvisable. If filling a gap in one department means creating an equally critical gap in another, the best course may be to recruit immediately from the outside. Moreover, if opportunities for advancement are few, promoting an individual who is not clearly the most qualified, nor the group's choice, may cause resentment. Obviously, the use of internal recruitment should be tied closely to long-range planning for career development (French, 1994:216).

Even for large organisations, an over-reliance on internal recruitment can be harmful. Without occasional new blood from outside, management may become stagnant, out of touch with the competition and the marketplace. Some firms may deliberately "raid" their competitor's staff to bring in fresh ideas and to find out what competitors are doing. A major task in establishing an effective recruitment programme is to decide on the proper balance between internal and external recruitment (French, 1994:216).

4.4 RECRUITMENT METHODS AND PROCEDURES

If recruitment is seen as a process which must necessarily follow on publicity, and of which the success is mainly determined by the effectiveness of the publicity function, only one recruitment function is sufficient, namely, the advertising of vacant positions. It must be emphasised that recruitment refers to that function which must be undertaken to recruit candidates for specific vacant positions. The advertising method has over the years been shown to be the most successful and most effective method in the recruiting of candidates for vacant positions. Advertisements should be carefully planned and can be placed in publications of divergent natures.

Those publications with the most pulling power are obviously the Sunday newspapers, Daily papers, Technical journals and Professional and Career publications. Use can also be made of recreational periodicals and annual and occasional publications, but where vacancies must be filled as soon as possible so as to maintain and to ensure continuity and effectiveness, the Sunday newspapers are obviously the most effective.

The result obtained with publicity advertisements is usually satisfactory. In the case of highly placed jobs, vacancies can also be advertised in departmental circulars (Andrews, 1995:101-102).

4.5 PERSONNEL SELECTION

Sport and Recreation authorities are responsible for the quality of the service rendered by their employees. They must have freedom to choose the best qualified personnel available. Regardless of the specific method used, employees employed for sport and recreation leadership, as well as for other services in the department, should be selected on the basis of merit. Political pressure, patronage, and personal favouritism have no place in the selection process (Andrews, 1995:124).

There is a wide agreement that all qualified applicants, regardless of sex, race, creed, colour, national origin and age should have equal employment opportunity at all levels of responsibility. As sport and recreation leadership has gained professional status, personnel standards have won wide acceptance and authorities have established classification plans and satisfactory selection procedures are available. Sport and Recreation personnel can be sought from outside the locality. Responsibility for selecting sport and recreation department personnel is fixed by government or local legislative action and varies from state to state (Andrews, 1995:124).

4.6 PERSONNEL PLACEMENT

Personnel placement implies that the right person is placed in the right position. Correct placement can have a definite effect on productivity as well as personnel retention.

In other words, if a candidate has been incorrectly placed, it will be of no avail to correctly carry out the subsequent personnel functions such as training, evaluation, promotion and other relevant functions, because it will only lead to effective ineffectiveness.

Placement of personnel is the concluding step in the employment process, but it is definitely not the final step. It gives the supervisors the opportunity to evaluate recruits in the work situation. Placement is therefore an experimental step, which can be reconsidered if it is found that the recruit has been incorrectly placed.

Placement of recruits takes place with a view to familiarising new personnel members with their new environment and with the rules and regulations of the institution. New personnel members are also made aware of the objectives of the institution as well as the philosophic basis of the policy and operation of the institution (Andrews, 1995:124-125).

4.7 RECRUITMENT AND SELECTION POLICY AND PROCEDURE GUIDELINES

According to S.P.A. Consultants (1996:81-83), the purpose of the policy should be to provide meaningful guidelines to managers to ensure an effective and efficient approach to recruitment and selection.

4.7.1 GUIDING PRINCIPLES

- Recruitment should be primarily targeted at previously disadvantaged groups. Selection must be based on the principle of equal opportunity and profile compatibility.
- Ensure that the recruitment practices are fair and equitable. This requires a critical examination of all practices with specific emphasis to ensure that “entry levels” have not been unrealistically raised. The focus in job specifications must be on specific competency levels.
- Provide line managers with guidelines, which will assist them in managing the process of recruitment and selection.
- Allow all internal employees the opportunity to apply and progress through the selection process.
- Ensure that recruitment and selection practices are competency-based and free of cultural bias.
- Legitimise approaches to selection and recruitment of internal staff.
- There may be selected candidates who do not currently meet the profile and positional requirements, but through individual development plans may be successful in the future.
- Internal candidates currently employed within the organisation should be given preference, provided that entry requirements are met and /or development plans can ensure such criteria are attained.

This policy should also address the following core issues:

- Role of management;
- Completion of application forms;
- Non-discriminatory practices which deal with recruiting from disadvantaged groups;
- Age;
- Qualifications/competencies;
- Reference and integrity checks;
- Medical;
- Social/cultural diversity; and
- Fair assessment/selection methods

4.7.2 RECRUITMENT PROCESS

- Derive clear levels of performance desired in each position in the organisation by ensuring accuracy of job operation sheets and correct job analysis with appropriate behavioural criteria.
- Assess current employees to ascertain whether internal and external applicants should be considered.
- Utilise current employee records and the Human Asset Register to identify internal applicants who best meet the position's requirements, and to prescreen these candidates accordingly.
- Align external recruiting strategy through appropriate media/medium, ensuring that there are no discriminatory references.
- Ensure that applications and interviews are impartial.

4.7.3 PROMOTION FROM WITHIN

It is imperative that serious consideration be given to internal candidates prior to considering external recruitment. Accordingly, external recruitment cannot be considered until this process has been followed:

- The respective manager must draft an advertisement detailing the job/person specification.
- Should no suitable internal candidate come forward through this process, the Manager should consider external recruitment.

In addition, managers should encourage staff to apply for vacancies if it is believed that they meet the requirements of the job/person specification.

4.7.4 EXTERNAL RECRUITMENT

The process for identifying suitable candidates should be an ongoing one, taking cognisance of the following sources:

- Gathering Curriculum Vitae on an ongoing basis.
- Consulting other managers, the personnel department and staff.
- Networking with other organisations e.g. Black Management Forum, Technikons, Universities etc.
- Advertising in the appropriate medium to reach a wide audience.
- Using a personnel agency specialising in the field, if appropriate.

4.7.5 SELECTION PROCESS

Utilise appropriate trained personnel/management in the assessment of candidates, utilising scientific techniques and psychometric evaluations.

When making a selection decision information used should be:

- Objective, i.e. related to relevant experience, qualifications and skills, and not coloured by beliefs and prejudices of the person who collects or interprets it.
- Based on the inherent requirements of the job.
- Have the same meaning for members of different groups.
- Be used in a standardised way for a specific purpose.
- Preferably be quantified, or be classified in distinct unambiguous categories.
- Be appropriate for the needs of the job, the employer and society as a whole.
- Be unquestionably relevant to the decision being made.

4.8 SUMMARY

Recruitment and selection are the processes by which an organisation finds and chooses its employees, and are perhaps the most critical tasks any organisation faces.

For a recruitment programme to be successful, managers should co-operate with the human resources personnel to define needs and predict vacancies. Depending on its needs, an organisation may recruit either from its current personnel or from outside the organisation.

Selection is a component of the total personnel function, which is aimed at finding the most suitable candidates for specific vacant positions. Successful selection prevents the appointment of persons in positions in which they have no interest or for which they have no aptitude.

CHAPTER 1

The placement of personnel after selection is just as important because it is the final phase in both the selection and the employment processes. Maximum productivity and job satisfaction can undoubtedly be ensured by correct placement.

5.1 INTRODUCTION

The Department of Correctional Services is convinced that in order to successfully re-integrate the inmate and to curb recidivism, the contributing factors e.g. poverty, homelessness and unemployment situated in the community of origin that lead to crime, need to be addressed in partnership with the community of origin. Intervention must be both prison as well as community-based in order to successfully address the factors that led to crime in the first place.

The active engagement of the community in the rehabilitation process of the inmate will strengthen our partnership in the treatment of inmates. Their expertise is needed to address the different problems of inmates in preparation for their integration back into society. There is a need for a structured working relationship that regulates the involvement of inmates. To further initiatives of the National Symposium held in August 2000, increased community participation is encouraged. The community is pivotal to the rehabilitation process, as it is the point of entry and exit for the inmate. The community involvement is aimed at facilitating acceptance, re-integration and provision of after-care services.

The Department of Correctional Services is convinced that in order to successfully render rehabilitation programmes and services to the inmate and the community, it is necessary to extensively market the programmes and services to the inmate and the community.

The Department of Correctional Services has embarked on a vigorous marketing strategy to encourage participation and to foster a common understanding between the inmate and the community.

Officials are responsible for promoting community involvement in the various programmes in order to support the existing resources of the Directorate, to build capacities and to stay abreast with development and to obtain additional skills for support.

CHAPTER 5

EXTERNAL PARTNERSHIP

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5.2 POINT OF DEPARTURE

In keeping with the principle that the public is a responsible participant in the correctional process, the Department endeavours to be open and accessible to public scrutiny, responsive to public criticism and continuously seek improvement.

Towards this goal the Department strives to (White Paper of the Department of Correctional Services in S.A., 1994:23):

- Establish rational performance indicators based on solid empirical data to clearly communicate the essence of our work.
- Recognise and support, to the fullest extent possible, the valuable contribution that community agencies make and can make through service rendering to assist inmates.
- Be externally focused and seek opportunities in the community to more effectively achieve objectives.
- Promote public participation in and awareness, understanding and support of programmes and activities.
- Through communication foster greater public interest in corrections and a better appreciation of the challenges faced to create more realistic expectations and an understanding of what corrections can and cannot do.
- Recognise the important role of the media in informing the public and to be positive and proactive in public relations in a spirit of accessibility and accountability.
- Allow inmates every possible opportunity to air grievances and seek redress.

5.3 PARTNERSHIP WITH THE COMMUNITY

The relationship between the Department of Correctional Services and the community, community-based organisations, non-government organisations and faith-based organisations are inherent to the successful element of the rehabilitation and re-integration of inmates. The partnership approach that is required in this regard must be managed through formal arrangements and the ongoing monitoring and evaluation of such projects and work by such organisations in order to ensure quality service delivery to inmates. At the same time, the Department should be involved in partnership within the community, such as in social crime prevention, moral regeneration and poverty alleviation programmes.

The role that the inmates can play in building this relationship in the community should be enhanced in the manner in which the Department works.

The involvement of the community in the Correctional System, through representation on Community Supervision and Parole Boards, and in volunteer work in correctional centres and joint projects must be re-enforced and yet be guided by the approach to rehabilitation that the Department will have enshrined in the White Paper (Correctional Services Draft White Paper 2003:81-82).

According to the White Paper of Correctional Services in S A (1994:24), various stipulations in alias, the International Standard Minimum Rules for the treatment of inmates (SMR) and the Reconstruction and Development Programme (RDP) stress the fact that the public is entitled not only to information about the corrections, but also access to prisons and to participate in the functioning of prisons and community corrections. These stipulations also imply that the administration of corrections shall constantly seek to awaken and maintain in the mind of both the personnel and the public, the conviction that this work is of great importance and to this and all appropriate means of keeping the public informed at all times should be utilized.

Towards this goal, provision has already been made for the following structures on which members of the Community can serve (White Paper of Correctional Services in S.A. 1994:24):

- A National Advisory Council on Correctional Services with its main function being to advise on national correctional policy matters.
- Correctional Board enabling the Community to articulate regional and local needs and viewpoints on local correctional matters.

Apart from becoming involved in the aforementioned structures, individuals can also serve on Parole Boards or as voluntary correctional officers in various specialised fields.

5.4 ACCESSIBILITY

As far as accessibility in the Department of Correctional Services is concerned, prisons are accessible for visits by interest groups from the community as well as visits by the media. During 1993 interest groups visited prisons on 338 occasions.

These exclude visits by judges, magistrates, doctors and lawyers. Furthermore, Section 44(1)(s) of the Correctional Services Act, which was traditionally experienced by the media as restrictive, was repealed during 1992.

The Department will not only endeavour to accommodate the media and other interest groups, but will also continue to reach out to the Community, informing them of prevailing policy and general prison conditions.

In this process the Department is obliged to maintain a sound balance between security and the safety of all inmates and personnel. These factors, as well as the fundamental human rights of inmates, will always be taken into consideration in the execution of the policy of accessibility, which can never be of an exploitative nature at the peril of an individual or group of individuals (White Paper of the Department of Correctional Services in S A, 1994:24 – 25).

5.5 ESTABLISHING A POLICY FRAMEWORK FOR COMMUNITY PARTICIPATION

The rehabilitation of inmates can only be truly successful and their re-integration into society meaningful if stakeholders are allowed to participate in the process. To this effect, the participation of the community in strengthening and enhancing rehabilitation is crucial. The needs of the Department of Correctional Services will have to be marketed to the community so as to enable it to know what expertise and services it can provide.

An environment that encourages and promotes the participation of community-based service providers must be created. Entry to the Department, for purposes of rendering services, must be regulated, yet made easy. Structures that facilitate ease of access into the Department need to be put in place. The Department needs to be involved in community initiatives and projects. This can be done through the initialisation of inmates and visible involvement of Departmental personnel in community projects.

The forging of closer links and co-operation between the Department of Correctional Services, community and other state departments is crucial for the fight against crime, reparation of relationships and the rehabilitation of inmates. In this regard, it will be very important for the Department of Correctional Services to develop the necessary policy and practice framework in relation to community participation (Draft White Paper on Corrections in South Africa, 2003:82).

5.6 OBJECTIVES OF THE COMMUNITY PARTICIPATION POLICY

The Department of Correctional Services requires the Community Participation Policy to achieve particular objectives.

These objectives are to (Draft White Paper on Corrections in South Africa, 2003:82):

- Create an environment that would allow for the effective involvement of the community in the rehabilitation of the inmates.
- Create opportunities for establishment and maintenance of partnerships between the Department of Correctional Services and the community.
- Regulate the influx of community-based service providers into the Department of Correctional Services wanting to render programmes and services to inmates to assist with rehabilitation efforts.
- Formalise collaborative partnerships and networking relationships with the community.
- Integrate and co-ordinate services rendered by community-based services providers to inmates.
- Ensure effective re-integration of inmates into the community.
- Involve ex-inmates in rehabilitation efforts.
- Market the Department of Correctional Services, its needs and services to the community.

5.7 THE PRINCIPLES OF THE COMMUNITY PARTICIPATION POLICY

The Community Participation Policy is guided by the following principles (Draft White Paper on Corrections in South Africa, 2003:82):

- Inmates shall have the freedom to participate voluntarily in processes and services offered by the community-based service providers.
- An inmate may not be forced to participate in processes or be deprived of his/ her rights and because of non-participation.
- This principle shall be subject to stipulations of the court, which may require such participation to be compulsory.

5.8 THE DEPARTMENT'S APPROACH TO COMMUNITY-BASED SERVICE PROVIDERS

The Department of Correctional Services shall provide access of community-based service providers into its institution for the rendering of programmes and services to inmates aimed at fostering rehabilitation. Such programmes and services shall be (Draft White Paper on Corrections in South Africa, 2003:83):

- Non-discriminatory and sensitive to culture, religion, gender and linguistic diversity;

- Responsive to the need of inmates and other intended recipients; and
- Be aimed at strengthening and enhancing the rehabilitation efforts of the Department of Correctional Services.

5.9 PRINCIPLES WITH REGARD TO COMMUNITY PARTICIPATION AND COMMUNITY PROGRAMMES

Principles relating to community participation and community programmes are that (Draft White Paper on Corrections in South Africa, 2003:83):

- Community participation and programmes shall promote the restoration of relationships, and bring about healing and forgiveness.
- The Department of Correctional Services shall actively participate in community initiatives and projects.
- All the community projects that are funded by the Department of Correctional Services shall be managed according to departmental financial procedures and regulations.
- Joint Management and sharing of resources shall be encouraged.
- Agreements between the Department of Correctional Services and the community shall be formalised.
- All applications for community participation shall be subjected to a screening process.
- Applications where programmes and services rendered do not promote the core business of the Department of Correctional Services, shall not be approved.
- Programmes rendered to inmates or staff by and agreements entered into with community-based service providers, shall be evaluated and reviewed from time to time to ensure continuous adherence to, and promotion of, the Department of Correctional Service's core business.
- All community participation programmes and services shall be co-ordinated and managed at Area Management level.
- Any deviation from agreements, as well as policies and procedures of the Department, shall result in the termination of services of a community-based service provider.
- Community participation shall aim to enhance effective re-integration of inmates into society as law-abiding and productive citizens.
- The needs of the Department of Correctional Services on programmes and services to enhance rehabilitation of inmates shall be marketed to the community.
- The Department of Correctional Services shall enter into collaborative partnerships with the community, and expertise and resources of both parties shall be shared.

5.10 MEASURING THE EFFECTIVENESS OF THE COMMUNITY PARTICIPATION POLICY

According to the Draft White Paper on Corrections in South Africa (2003:83-84), a monitoring and evaluation tool will be required to measure the following with regard to the Community Participation Policy:

- Efficiency : Efforts to achieve the objectives of this policy in terms of resources, time and cost.
- Effectiveness : The extent to which the objectives of this policy are met.
- Adequacy : The extent to which the achievement of the objectives addresses the problem statement/ need identified.
- Responsiveness : The extent to which the policy needs of the inmates, community and department are addressed.
- Appropriateness : The relevancy of the policy in achieving the needs identified.

5.11 PROMOTING SOCIETAL RESPONSIBILITY FOR CORRECTIONS: THE COMMUNITY CONSULTATIVE FORUM

Over and above the formalisation of partnerships with the community, the Department of Correctional Services should strive to sustain a regular conclusive forum of organisation committed to penal advocacy. This form should also strive to ensure that the social responsibility for corrections becomes inherent to the fabric of South African Society (Draft White Paper on Corrections in South Africa, 2003:82-84).

5.12 AFTER-CARE

After-Care refers to all services focused on persons under the care of the Department of Correctional Services in preparation for the completion of sentences, to facilitate social acceptance and effective re-integration into their communities.

Community Corrections form an integral part of the Department of Correctional Services' new strategic direction. The Department of Correctional Services has been engaged in a

business re-engineering process designed to focus our operations and systems on the rehabilitation of inmates. As part of the process, a range of services delivery objectives are developed which include improved security, inmate development, inmate correction, inmate care and inmate maintenance. After Care as a service delivery of the Department of Correctional Services will concern itself with the effective re-integration of inmates into their community of origin. Personnel of the Department of Correctional Services are painfully aware that they cannot effect successful community re-integration until and unless communities take an active interest in matters of corrections in general and Community Corrections in particular (Sentle, 2003. Nexus, July, 3:15).

The appeal to all correctional officers working in Community Corrections are to make sure that they are in constant contact with the policy, families and various community structures in order to assist with supervision and also to make sure that inmates don't transgress conditions stipulated by the sentencing magistrate or judge (Sentle, 2003. Nexus, 3:15).

5.13 RECREATION AND COMMUNITY SOLIDARITY

Many forces in modern life tend to separate people into distinct and often hostile groups, based on differences in economic status, social position, race, creed, nationality, education or cultural background. The outcome is a growing suspicion, distrust and dislike of our fellow men and lack of neighbourliness.

Recreation affords a common ground where differences may be forgotten in the joy of participation or achievement.

All classes share interest and skill in sport, drama or art. The young person who excels in swimming or basketball is respected and accepted by fellow athletes, regardless of his or her creed, colour and people who can act or paint scenery is welcomed by the drama group, without reference to his or her social position.

The banker and the school teacher sing in the community chorus or belong to the municipal sketch club. In many a hiking club the college professor, the factory worker and the office clerk tramp over the hills together. Thirty-five professions or vocations were represented in the membership of a municipal symphony orchestra and a salesman, engineer, stenographer, housewife, auctioneer and metal smith were among the members of a Clown Club – truly a cross section of the community.

Recreation workers report that gang feuds have been converted into enthusiastic competitions through participation in organised games and sports. Demonstrations of the crafts, games and music of other countries presented by national groups have done much to win respect for the foreign – born. There is perhaps no more effective means by which people come to a friendly understanding of each other than by taking part in co-operative recreation activities (Kraus and Allen, 1987: 21 – 22).

5.14 SUMMARY

The active engagement of the community in the rehabilitation of the inmate will strengthen the partnership in the treatment of inmates. The Department of Correctional Services needs their expertise to address the different problems of the inmate in preparation for their re-integration back to society. The Department of Correctional Services needs to have a structured working relationship that regulates their involvement. The community involvement is aimed at facilitating acceptance, re-integration and provision of after-care services.

Organised inmate recreation education programmes provide a safety valve for excess energy and also promote physical health. The main goal of this programme is the fostering of a healthy and balanced lifestyle with regard to leisure-time activities. The training as well as participation is provided in various types of sport within the relevant season (e.g. soccer, rugby, volleyball). Basic skills of sport are presented by means of simply structured courses, theoretically and practically. There are also opportunities for cultural activities like choirs, dance groups and the pursuit of a hobby. The library functions are supplementary to the educational programme and it serves as a leisure-time outlet. It also serves to maintain a form of communication with the world outside (Miyalaphanda, 2002:53).

OBJECTIVES

The needs-driven opportunities are provided in order to empower inmates for a sustainable life after release and are based on the following objectives:

- To improve the self-esteem of inmates to counter the effects of crime on them;
- To change the mindset of inmates and make them independent citizens of this country;
- To improve the skill-raising programmes of inmates to become part of the world of entrepreneurs;
- To prepare them for Higher Education and Training (HET) with tertiary institutions;

CHAPTER 6

IMPROVEMENT OF REHABILITATION

6.1 INTRODUCTION

Coaching in various sports and the teaching of recreational activities are provided as part of the education and training programme. The aim of training and educating inmates is to enhance the education level and improve the skills of inmates in order to facilitate their reintegration into the community. The Department of Correctional Services believes that every inmate has the right to have access to basic education, as entrenched in the Constitution of the Republic of South Africa. All inmates have access to education and training programmes that are offered.

It is believed that every division within the Department of Correctional Services should work towards the development of inmates to become better citizens. Personnel must not underestimate the little contribution that they make because that's in fact making a difference towards the development and rehabilitation of inmates.

Organised inmate recreation education programmes provide a safety valve for excess energy and also promote physical health. The main goal of this programme is the fostering of a healthy and balanced lifestyle with regard to leisure-time activities. The training as well as participation is provided in various types of sport within the relevant season (e.g. soccer, rugby, volleyball). Basic skills of sport are presented by means of simply structured courses, theoretically and practically. There are also opportunities for cultural activities like choirs, dance groups and the pursuit of a hobby. The library functions are supplementary to the educational programme and it serves as a leisure-time outlet. It also serves to maintain a form of communication with the world outside (Mvelaphanda, 2002:53).

6.2 OBJECTIVES

The needs-driven opportunities are provided in order to empower inmates for a sustainable life after release and are based on the following objectives:

- To improve the self-esteem of inmates to counter the effects of crime on them;
- To change the mindset of inmates and make them independent citizens of this country;
- To improve the skill-training programmes of inmates to become part of the world of entrepreneurs;
- To prepare them for Higher Education and Training (HET) with tertiary institutions;

- To prepare them for reintegration back into the community;
- Reduce the rate of recidivism by promoting more individual attention from educationists towards learners; and
- Increase inmate participation in Education and Training Programmes (Mvelaphanda, 2002:51).

6.3 THE FUTURE OF CORRECTIONAL RECREATION

According to Ron Mendell (1984:82-83), during the 1970s, correctional authorities across the continent became more aware of recreation as a form of programming which offers opportunities for some positive forms of behaviour change for inmates who wish to alter their lifestyle.

In some jurisdictions, recreation has begun to develop and leisure education, fitness programmes, outdoor education, and other constructive forms of leisure time use have found their way into prison programmes. The federal courts in the United States have played their part in many institutions by ordering recreation programmes, and the American Corrections Association has included some standards for recreation in its certification programme. These factors have influenced correctional administrators to accept recreation programmes. By the mid-70s it appeared that correctional recreation would be fully recognised.

Today, unless recreationists take prompt action, developmental advances in correctional recreation are about to come to an abrupt halt, and the movement is likely to shift into reverse. The motivating force will be the dollar squeeze between rising costs and relatively lower government revenue. Budget constraints will take their toll on recreation as well as other services, which are seen by administration to be soft or optional, but this relatively minor paring of the budget will not serve to overcome the economic problems facing the government today.

Real dollar relief can only be found by, at least, maintaining the present numbers of inmates in prison and, at best, reducing that number. Several jurisdictions in both Canada and the U.S. have begun to divert people from prison through increased use of programmes such as probation, community service orders and bail verification. At the same time, there is an acceleration of the parole process to move people out of prison at a faster pace.

All these ploys are aimed at reducing the number of people incarcerated at high cost and dealing with inmates in the community under minimum supervision at a much lower cost. There is also a move away from elaborate training programmes in the prisons and toward what has been termed “humane confinement”.

Unfortunately the diversion and accelerated release programmes deal only with minor inmates among the present prison population.

Removing the less violent and more rational inmates from institutions results in a hard-core, aggressive, emotionally disturbed population which is quickly turning prisons into violent places which justify elaborate security hardware and precautions, and creates the necessity to eliminate education and recreation programmes. As this trend continues, recreation will become more and more a “babysitting service”. A few sports to tire people physically, and movies and television to dull them mentally, will be all that will be required of the recreation officer of the future.

The move toward community corrections is not really a choice. The cost of the alternative – building bigger prisons – is even more unpalatable than the struggle to learn, after the fact, how to operate successful programmes in the community.

If recreation is to play an appropriate role beyond diversion for the hard-core institution population, within the correctional system, members of the profession must quickly adapt by providing quality service outside the institution by realigning institution programmes to meet the new reality.

One of the obvious roles in the community for the correctional recreation worker will be to develop and operate individual and group leisure education programmes. Along with extensive counseling and leisure education, there will probably be a need for assistance programmes, which support clients first becoming involved in a new lifestyle.

It seems likely that correctional recreation workers will also be called upon to provide counseling and education services to the courts in some jurisdiction, so that direction to seek help in restructuring leisure time patterns can become part of a probation order.

Leisure education in this context will have to include teaching leisure skills, since a large percentage of the clientele will lack basic skills such as social etiquette, library use, craft skills, and basic physical activity skills.

The task of the correctional recreation worker of the future will be that of helping people to change lifestyles in the community rather than providing diversions within institutions. It will require an even deeper understanding of crime and the problems which lead people to commit crime. Both sociology and social psychology will be essential areas of study to provide a base for the application of recreation techniques to this task. Correctional recreation workers will have to train or retrain in these areas, as well as equipping themselves with a sound knowledge of recreation activities, counseling techniques and teaching skills.

As corrections work moves from the prison to the community, the community will no longer be able to close its eyes to the problem. The municipal recreation worker and private agency staff will be forced to not only recognise correctional recreation as another of the therapeutic disciplines essential to our society, but will have to participate and assist in programmes.

The transition from the present situation in which the inmate is hidden behind walls to the new reality in which the inmate is living next door will not be an easy one. The longer the delay in accepting the new reality, the more difficult it will be for the officials to catch up with the needs.

6.4 POLICY INPUT FROM OUTSIDE THE DEPARTMENT

In line with the approach to rehabilitation as a societal responsibility, and in line also with the approach that the correctional system is an integral part of the integrated system, the Minister responsible for Correctional Services should ensure that there is a forum in which expertise from these sectors is brought to bear in the policy and legislation development and approval processes.

The National Council for Correctional Services, which should consist of lawyers, professionals and a number of eminent citizens, should also serve the function of advising the Minister of Correctional Services from outside the Departmental environment (Draft White Paper on Corrections in S.A., 2003:87).

6.5 INTEGRATED SUPPORT SYSTEM

The purpose of the system is, among others, to (Draft White Paper on Corrections in S.A., 2003:67):

- Attend rehabilitation programmes at their own residential areas;
- Be counseled by the psychologists, social workers and religious workers at their own residential areas or within their own environment;
- Render community services within their own environment so as not to pay for transport unless the court directs otherwise;
- Do referrals to other agencies for the inmates who need further assistance/support with the community during their reintegration process;
- Motivate inmates to develop further and to attend programmes designed for their rehabilitation process within their own residential places; and
- Assist inmates to secure employment/accommodation with other role players before they are released.

6.6 INMATE REHABILITATION

However, in terms of the newly adopted integrated justice-system approach to crime prevention, the correctional system has shifted its focus from safe custody to the reduction of re-offending through the enhancement of rehabilitation programmes.

The focus is now on transforming the prisons from being so called “universities of crime” into effective rehabilitation centres that produce individuals who are trained in market-related skills and capable of successful re-integration into their communities as law-abiding citizens. Correctional Services will now put rehabilitation at the centre of all its activities. In this regard, we have therefore identified the enhancement of rehabilitation programmes as a key fundamental starting point in achieving this major policy shift. The department will involve the community and the victims of crime in the rehabilitation process and encourage everyone’s participation in the enhancement of the rehabilitation programmes (Mvelaphanda, 2002:4).

Inmate rehabilitation is one of the primary objectives and involves education, re-skilling, learning a trade, moral and spiritual enlightenment, personal development and preparation for release. Rehabilitation is the responsibility of both the rehabilitative and custodial staff. Opportunities must be provided to all inmates concerning education, training, personal development and encouragement to join in these activities, establishing an environment that allows for self discipline, social independence, ongoing family and community support and

reintegration and, most importantly, to help inmates to regain full restoration of citizenship and the freedom and responsibilities that go with it.

In order to intensify rehabilitation and to ensure accountability our focus is on strategies that address both remedial and preventative measures and assist inmates to return home to their family and the community as law-abiding and productive citizens (Mvelaphanda, 2002:44).

6.7 PARTICIPATION OF THE INMATE IN REHABILITATION

Sentenced inmates have the right to take part in the processes and use the services offered by the Department of Correctional Services and non-governmental organisations in partnership with the Department of Correctional Services. If in the opinion of the Commissioner, their participation is necessary, sentenced inmates may be compelled to participate in rehabilitation processes and to use services offered. This opinion would be based on the nature of their previous criminal conduct and the risk they pose to the community.

The professional services must be rendered to inmates in correctional centres on the basis either of a court instruction or the need, to be determined by the Department of Correctional Services (White Paper on Corrections in S.A., 2005:130).

6.8 THE AIM OF NEEDS – BASED REHABILITATION

Rehabilitation is a process that has to address the specific history of the individual concerned in order to be successful. Moreover, it requires the positive commitment and voluntary participation of the individual, as it is a process that others can facilitate but that cannot succeed without the decision of the individual.

In order to contribute to the reduction of recidivism and crime prevention, the aim of needs – based rehabilitation is to influence the inmates towards:

- positive and appropriate norms and value systems;
- alternative social interaction options, development of life; and
- social and employment related skills in order to assist the person not to return to crime (White Paper on Corrections in S.A., 2005:128).

6.9 SUMMARY

The successful rehabilitation of an inmate so that he can take his rightful place in the community is the ultimate goal. The Department of Correctional Services has the responsibility to ensure community safety and therefore the placement of inmates in the community is a serious matter that must be considered very well.

To extent to which societal institutions such as the family unit and other community institutions embrace correction as one of their basic functions, will have an impact on the rate of new offending. The proactive role of societal institutions in correction is also expected to minimise obstacles to successful reintegration of Department of Correctional Services' rehabilitated citizens. The Department is committed to appraisal of the effectiveness of rehabilitation processes. Success in the following areas will be a good indicator of the effectiveness of both internal departmental programmes and societal initiatives:

- Reduction of recidivism;
- Effective reintegration of released inmates to society;
- Reduction of new offending as societal institutions begin to play their part; and
- Reduction or elimination of criminal offending within correctional centres.

The Department's approach to rehabilitation is based on the conviction that every human being is capable of change and transformation if offered the opportunity and resources.

CHAPTER 7

EVALUATION

7.1 INTRODUCTION

Evaluation is key to successful programme planning, since inherent in it are suggestions for increasing effectiveness. It is a process whereby, through systematically judging, assessing, and appraising the workings of a programme, one gains information that indicates to programmers whether or not they are getting results or getting where they want to go – in sum, whether or not the programme has value. In order to accomplish these things, the programmer needs to:

- Be cognisant of and knowledgeable about the terminology used in evaluation;
- Know the place of evaluation in sport and recreation and its relationship to the planning process, particularly to programme objectives;
- Know the areas that need to be evaluated in terms of the total programme;
- Be able to select the proper approach to the evaluation that is to be made and put into effect; and
- Be able to analyse and interpret the results.

According to Nel *et al.* (2001:162) a job evaluation is a formal system for determining the relative worth of jobs in an organisation. Steps must be taken to ensure that all employees are familiar with the job evaluation system and that members of the job evaluation committee (including the workers' representative) have received the necessary training.

In the sphere of employment relations, job evaluation provides information that could have a profound influence on an organisation's management style. This is because employees, in terms of the job evaluation structures available to them, can assess management decisions on things like remuneration. This highlights the employment relations issues subject to management's prerogative.

Job evaluation can be defined as a process which attempts to assign pertinent values or characterise a given subject in terms of what it is worth. Essentially, an evaluation asks how close a specific behaviour, activity or service comes to a presumed goal.

7.2 PRACTICAL BENEFITS

A carefully planned and executed impact evaluation can produce the following practical benefits (Valadez and Bamberger, 1994:52):

- It will provide precise assessment of the nature and extent of the impacts that can be expected and hence help planners identify the projects likely to produce the best return on the resources invested.
- It can show that the observed changes were not due to the project (but external factors) and thus avoid investments in projects that are unlikely to produce the desired benefits.
- It can assess the factors contributing to project impact and thus help planners improve project design.
- It will identify those groups that tend to benefit least from certain kinds of projects and thus propose the special measures needed to encourage these groups to participate.
- It can estimate the time period during which the impacts are likely to occur and thus increase the precision of project analysis procedures.

7.3 EVALUATION DECISION

The decision to evaluate should be carefully considered because it can be a complex task that could consume substantial resources. The following questions should be asked before a decision is taken to conduct an evaluation:

- Is there clarity about what is to be evaluated?
- Is the reason for evaluation clear and justified? (Purpose: What do you want from the evaluation?)
- Will the results influence future policy-making?
- Is there sufficient time for the evaluation? (When should the results be available?)
- Is the evaluation feasible? (Can the information needed be obtained, causality determined and results reported in time?).
- Are sufficient resources for the evaluation available? (including funds, technology, staff and expertise?)
- Is the evaluation worthwhile? (Is the project or programme significant enough and the anticipated evaluation results sufficiently important to justify the cost-direct, indirect, hidden and opportunity cost?)

Only if the answer to all of these questions is positive should the evaluation proceed (Cloete and Wissink, 2000:213-214).

7.4 EVALUATION SKILLS

According to Hackett (1977:143-144) you may need to:

- Design, administer or analyse questionnaires to gauge reactions to learning;
- Design, administer, invigilate or mark examinations;
- Arrange visits from external verifiers;
- Design, administer, observe or assess practical demonstrations of competency;
- Record, analyse and monitor trends in both reactions and test results to highlight actual or potential problems and assess implications;
- Interview or use performance appraisal reports, individual performance results or data to gauge impact on job performance. This may take the form of formal follow-up;
- Research and analyse opinions and attitudes towards training in general and its specific impact on particular business objectives. Formal questionnaires and structured interviews may all have their place; and
- Provide feedback to others about the perceived impact of their contributions.

7.5 THE PROCESS OF EVALUATION

One can hardly exist without evaluation. Evaluative adjectives are in constant use in ordinary conversation. Things are cited as good, bad, wise, useless, with heavy reference to the affective domain in which one assigns value to things and people.

Any social group carries the potential for probing evaluation, and that potential should be harnessed and brought to bear in solving the problems of the system and helping to increase its effectiveness. The process itself may be looked at in terms of three broad steps (Baumgartner and Jackson, 1975:3):

- Collecting suitable data (measurement);
- Judging the value of these data according to some standard; and
- Making decisions based on these data and the alternative courses of action available.

In this process, one is concerned with formative evaluation, those things, evaluated during the formative stages of a programme, that give immediate feedback, and the results of which lead to ongoing revision; and summative evaluation, which takes place at the conclusion of a programme and contributes to comprehensive decision-making about the disposition of the programme. It is important to note that both of these forms are necessary for good evaluation to exist.

This process may also be looked at in terms of five steps, based on suggestions by Danford and Shirley (1970), for the programmer to include in a total evaluation plan:

- Prepare clear goal statements.
- Interpret these goals in terms of the behaviour of the people served, that is, what behaviour indicates progress toward achieving the goals?
- Provide the kinds of recreation experiences you believe lead toward achieving these goals. For example, if you want to promote social interaction, the activity must include an opportunity for people to be together.
- Observe and assess behaviour of the participants in terms of the behaviours to be displayed that indicate goal achievement.
- Analyse the results of the observation and assessment in terms of causes of success or failure and change the programme as indicated by these results.

7.6 PERFORMANCE EVALUATION

The continuous evaluation of workers is one of the most important tasks of the executive. A sound, well-administered programme of staff evaluation is an effective management tool, which has as its primary purpose the improvement of performance, service, and ability of the workers. Because the quality of leadership determines the success of the programme, and its leadership staff is the greatest asset of the department, any procedure that makes for more effective workers deserves a high priority. In practice, a rating system also provides a basis for salary increases, transfers and promotions, lets the worker know how satisfactorily he is performing his duties, and encourages self-improvement. Performance report forms listing factors to be evaluated are used in many recreation departments (Kraus, and Allen, 1987:135).

Ratings ought to be made periodically throughout the year, that several competent individuals – including the worker's immediate superior – should have a part in the rating process, that as far as possible ratings should have a uniform basis, that workers should be rated on specific, objective qualities or factors, and that rating systems ought to facilitate checking individual scores. It is desirable that a worker's record be analysed and reviewed with him at least once a year and that outstanding work is given special commendation and failures accounted for. Workers should be made to feel that rating is designed to help them raise their professional status. Self-evaluation by recreation leaders, including seasonal workers, is encouraged in some departments that do not use formal performance reporting.

Checklists covering a range of personal characteristics and job functions help the worker detect his strengths and weaknesses and thereby encourage him to improve if he seeks to advance his professional status.

A concept known as “management by objectives”, which assesses performance or compares it with previously established goals, has been proposed as a more effective means of rating workers than the methods in common use. The following approach is suggested:

- The agency head meets with his or her immediate subordinates.
- Each subordinate is requested to establish a list of objectives in order of priority as they relate to accomplishing his or her specific task.
- The agency head and subordinate discuss the list and its relationship to overall agency objectives and agree to a set of objectives for the subordinates.
- The superior and subordinate set a date for a review and feedback session; in this meeting progress toward the established goals is evaluated.

Use of these methods seems more appropriate for rating supervisory personnel than for all employees. (Kraus and Allen, 1987:135).

7.7 EVALUATION COMPETENCIES

The evaluation process itself is initiated and participated in by many people, from the face-to-face leader to the supervisor to the board of the recreation department, the hospital or the camp, and the outside consultants called in by the administration. This is not to mention the day-to-day evaluation given by the participants themselves in their action of either continually supporting the programme or in not supporting by failing to come a second time.

If the kind of formal evaluation referred to is to be conducted successfully, qualified personnel must do it. This means qualified at the specific level of evaluation one is talking about. If it is self-evaluation, any given leader should be able to make some significant self-assessments; if it is a system-wide evaluation, a team of outside consultants may be desired. At any rate, the evaluator possess the following competencies, that is (Barrow and McGee, 1979):

- Be familiar with the field of recreation and leisure services;
- Have knowledge of the availability of measuring instruments, on what they are based, the techniques necessary to use them and how to administer them;
- Know how to evaluate and select tests for specific purposes;

- Be able to analyse the results of the tests and interpret them to all concerned, and relate the results to the goals set by the programme;
- Be able to construct measurement instruments when none are available for the specific circumstances; and
- Having knowledge of elementary statistics.

7.8 LEADERSHIP

“The leader is the most important single factor influencing the success or failure of any recreation department” (Danford and Shirley, 1970:373). At least once a year, regardless of what type of agency is being considered, there should be some kind evaluation of the performance of all personnel. This process should involve self-evaluation of the leader participant evaluation, and supervisor evaluation. After all these evaluations have been solicited and compiled, there should be feedback of the results to the leader. Such an evaluation serves as a basis for rehiring, promotion, salary increase and most important of all, improvement of performance. Some steps in leadership evaluation are:

- An important starting point is with the job analysis and job specifications of what the person was hired to do.
- Tools and methods of approach are selected that will assist the evaluator in gathering data relative to the accomplishment of the task specified. Standards of acceptable performance are set.
- During the process of job performance, the supervisor observes the leader. Be sure to evaluate a representative sample of performance.
- The supervisor rates the performance.
- The leader rates his or her own performance.
- The participant rates the performance.
- A record is kept regarding whether or not tasks assigned are completed.
- The supervisor collates the information.
- The supervisor and the leader sit down together, go over the evaluations, review strengths and weaknesses, and formulate recommendations for the leader’s future behaviour based on the findings.

Lopez (1968) suggest that when choosing an evaluation instrument for leadership, one should consider three key points:

- Is it really measuring the trait it is supposed to measure?
- Is this trait significant for effective job performance?
- Is the evaluation predictive of future performance?

7.9 ADMINISTRATION

The administrator is the person responsible for the operation of the department and may be known by a variety of titles, such as superintendent, director, or commissioner of recreation; but whatever the title, he or she must be a managerial specialist. Such a specialist should have three main qualifications (Jucius and Schlender, 1965):

- To know the technicalities of the field of sport and recreation;
- To be able to work through and with people; and
- To get subordinates to work together.

It is within this framework of reference that an evaluation of administrator effectiveness should be carried out. It is important to recognise that managers should be evaluated both in terms of how well they met their own objectives, as well as how the objectives of subordinates are met. Whether or not the latter are met probably is related in some way to how well they were managed.

Administrators should be evaluated by the following groups or people:

- The lay board if they are the top executives in the system;
- Their immediate superior if that is not the case;
- Their subordinates; and
- Others in a working relationship to the administrator.

The results of the evaluation should yield information regarding strengths and weaknesses of performance and recommendations for improvement of performance. How can these data be gathered? There are various sources of information and methods of accessing it. Suggested approaches are (Farrel and Lundegren, 1983:241-242):

- Personal observation of performance by the superior;
- Group appraisal by several raters who first rate independently, and then meet to present a composite rating (may be external);
- Interviews with staff;
- Self-evaluation;
- Evidence from performance records of the organisation; and
- Administration of various tests and scales.

7.10 AREAS AND FACILITIES

According to Farrel and Lundegren (1983:243-244) it has been suggested that what needs to be evaluated in terms of areas and facilities are their adequacy, safety, availability, attractiveness, appropriateness, multiple use and accessibility.

In any case, important factors are whether or not the areas and facilities complement and facilitate the programme, and whether or not both of these reflect the interest and needs of the community. In this regard, for example, an institution proudly displayed a weight training room, complete with expensive bicycle ergometers and rowing machines, all in mint condition, with the room never used! A fitness enthusiast had ordered the equipment and had the room set up with no regard for the fact that weight training was neither in the planned programme of the institution, nor was the weight training room one of the places available to the residents in their non-programmed hours. Since that particular facility was not reflective of the programme it was to serve, although it could be rated highly for most of the characteristics listed above, it was entirely inappropriate for the situation as it stood.

Another example is where beautiful buildings are built with little or no consultations with the programmers and turn out to be low functioning in a programme sense. Therefore, a key step in the evaluation of facilities is to measure whether or not they meet the programme needs and whether or not they are adequate to allow programme objectives to be met.

7.11 UTILISATION OF EVALUATION RESULTS

Once the evaluation results are clear, they have to be written up and summarised in a user-friendly fashion that will persuade policy-makers of their validity and usefulness, and ensure maximum positive effect on future policy processes.

A number of guidelines for an effective evaluation report are given below. The reporting method for the diffusion-centred strategy is as follows (Vendung, 1997:281):

- Reports should display some startling fact that makes people sit up and think;
- Reports should be to the point;
- Each written report should be confined to one trenchant issue; if complex, the results should be presented in several brief reports instead of one comprehensive treatise;
- Reports should contain a short and sharp executive summary;
- Potential evaluation clients should be located, preferably in advance;
- Written reports should be couched in user-friendly language rather than in jargon designed to make simple ideas difficult to grasp;
- Reports should be accompanied by graphics;

- Crucial results should be highlighted stylistically by the use of clear headings, subheadings, and an appropriate overall organisation of the analysis; substantive findings should be presented first, methods afterwards; the major substantive results should be stated in unequivocal terminology prior to reservations, not the other way around; it is important that the executive summary starts with the major substantive findings;
- Reasoning on methods should be reduced to an absolute minimum in the bulk of the report; instead, methodological considerations should be appended as attachments;
- Findings, insights and recommendations should be continually disseminated to many audiences before the final essay is completed;
- Reports should include recommendations for action;
- Reports should be prompt and timely;
- Appropriate managers and other stakeholders should receive written copies of the preliminary papers and the final essay;
- Results should be communicated in person;
- Evaluators should become involved in selling their findings;
- Evaluators should be around in case managers may want to talk;
- Evaluators should talk briefly and often;
- Evaluators should tell stories and performance anecdotes to illustrate the points; and
- Evaluators should engage in public debate.

7.12 SUMMARY

A good programmer must be able to evaluate. Evaluation really tells the programmer how well objectives have been met or what the discrepancy is between what was supposed to happen and what actually took place. Evaluation takes place essentially at two key times:

- When the programme is developing, called formative evaluation;
- At the conclusion of the programme, called summative evaluation; and
- Both of these forms are necessary for a good evaluation to exist.

Although the programme is evaluated as to how it works as a total entity, specific evaluations should be made of the administration, leadership of personnel, the programme itself and areas and facilities. Evaluation is approached through objectives, standards and effects on the participant.

The evaluator must consider the broad objectives of the programme itself as well as the specific behavioural objectives for the participant. There is a link from these programme

objectives to the participant's goals, since the broad goals are largely interpreted through the behaviour of the participant. In order to assess whether or not goals or objectives have been met, they must be set so that they are measurable, and one must know the relative importance of each objective to the total operation in order to determine how to weigh it in the total programme evaluation. Utilising standards is perhaps the most common approach to evaluation of any service delivery system in the public domain. This approach allows a programme to be evaluated in terms of standard criteria that represent some desirable level of performance, such as so many sit-ups per person.

Instruments such as questionnaires, observation and a socio-gramme to evaluate should be established as reliable (consistent) by means of test-retest, split-halves, or parallel form methods of comparison.

- The creation of an enabling environment where a human rights culture is upheld, reconciliation, forgiveness and healing are facilitated, and inmates are encouraged and assisted to discard negative values, and adopt and develop positive ones which are acceptable to society.
- The creation of opportunities for the acquisition of knowledge and new skills; the development of an attitude of serving with excellence and the achievement of principled relations with others, to prepare the inmates to return to society with an improved chance of leading a crime-free life as productive and law-abiding citizens.
- A process that is aimed at helping the inmates gain insight into his/her offending behaviour and also understand that the crime has caused injury to others (including the primary victims and the broader community).

The objective of sport and recreation is to ensure that inmates realize their full potential through nurturing their creativity, expression and innovation in order to promote the diverse heritage of our nation and utilize this as a tool for their development and to prepare them for their reintegration back to the community.

TOTAL RESEARCH POPULATION

Fig. 8.1



CHAPTER 8

RESEARCH DESIGN AND METHODOLOGY

8.1 INTRODUCTION

During the survey it was found that some inmates are influenced negatively in life and therefore landed up in prison. The high crime rate in South Africa leads to overcrowding in prison. It is the responsibility of the Department of Correctional Services to ensure that rehabilitation is successful.

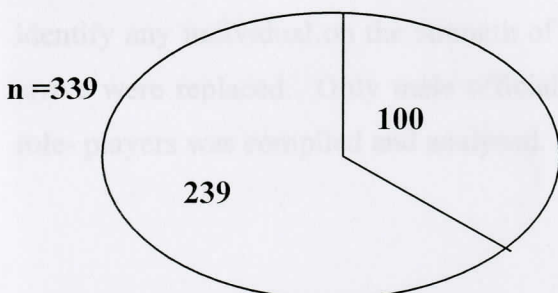
Rehabilitation within the context of the Department of Correctional Services is defined as (Seipati, 2002. Nexus, July:14):

- The creation of an enabling environment where a human rights culture is upheld, reconciliation, forgiveness and healing are facilitated; and inmates are encouraged and assisted to discard negative values, and adopt and develop positive ones which are acceptable to society.
- The creation of opportunities, for the acquisition of knowledge and new skills; the development of an attitude of serving with excellence and the achievement of principled relations with others, to prepare the inmates to return to society with an improved chance of leading a crime-free life as productive and law-abiding citizens.
- A process that is aimed at helping the inmates gain insight into his/her offending behaviour and also understand that the crime has caused injury to others (including the primary victim/s and the broader community).

The objective of sport and recreation is to ensure that inmates realise their full potential through nurturing their creativity, expression and innovation in order to promote the diverse heritage of our nation and utilise this as a tool for their development and to prepare them for their reintegration back to the community.

8.2 TOTAL RESEARCH POPULATION

Fig. 8.1



The study focused on the correctional facility, namely Pollsmoor Maximum Prison, with a total population of three hundred and thirty nine (339) officials.

The study focused on a target population of one hundred (100) members.

8.3 SURVEY RESULTS

Table 8.1

QUESTIONS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
1	16%	8%	44%	32%
2	6%	14%	58%	22%
3	61%	25%	4%	10%
4	6%	28%	49%	17%
5	7%	11%	54%	28%
6	14%	14%	58%	14%
7	9%	19%	48%	24%
8	12%	21%	41%	26%
9	10%	27%	47%	16%
10	13%	7%	60%	20%
11	9%	26%	54%	11%
12	8%	22%	56%	14%
13	18%	15%	46%	21%
14	17%	19%	47%	17%
15	9%	17%	38%	36%

8.4 DESCRIPTIVE STATISTICS

Data was gathered by means of a questionnaire. The study is a frequency distribution table. The survey was done on 14 November 2004. Different departments of Pollsmoor Maximum Prison were used for the survey. The officials used for the survey were required to indicate their opinions with an "X". From the 339 officials, only 100 officials were used for the survey. All information was treated as strictly confidential and it will be impossible to identify any individual on the strength of the results. All the selected officials who did not arrive were replaced. Only male officials were used for this survey. The response of all role-players was compiled and analysed.

8.5 ANALYSIS OF STATISTICS

Table 8.2

NO	QUESTIONS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
1.	Sport and recreation programmes are effective in rehabilitation at Pollsmoor Maximum Prison.	16%	8%	44%	32%
12.	Do you think the sport and recreation programmes of the Department of Correctional Services are successful?	8%	22%	56%	14%

Table 8.2 highlighted the views of officials regarding the effectiveness and success of sport and recreation programmes on rehabilitation at Pollsmoor Maximum Prison.

The majority of officials (76%) disagree or strongly disagree that sport and recreation programmes are effective and 70% disagree or strongly disagree that programmes are successful for rehabilitation on inmates. Twenty-four (24%) agree on effectiveness and 30% agree on the success of rehabilitation. The officials clearly disagree on the effectiveness and the success of rehabilitation through sport and recreation can be successful and effective if inmates are not treated uniformly and consistently. A possible solution lies in the result of question three (3).

Table 8.3

NO	QUESTIONS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
2.	Are the relevant personnel sufficiently and practically trained in implementation of new policies and legislation pertaining to sport?	6%	14%	58%	22%

Table 8.3 shows that 80% of officials disagree or strongly disagree that those officials are sufficiently and practically trained in implementation of new policies and legislation pertaining to sport. Only 20% agree on the above-mentioned. A greater awareness and knowledge of policies and legislation has to be fostered amongst officials of Pollsmoor Maximum Prison to be effective.

Through training in policies, officials will emphasise commitment towards the rehabilitation of inmates and provide a foundation for the acquisition of knowledge and skills. The Regional Coordinators must comply with the standing procedures to monitor policy implementation and offer support to Management Areas. Head Office, which formulates policies, must support regions in monitoring policy implementation. The Department should provide new policies and legislation pertaining to sport and recreation. Compliance with policy and legislation must be increased.

Table 8.4

NO	QUESTIONS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
3.	Is there a need for personnel to be trained?	61%	25%	4%	10%

A significant proportion of officials (86%) felt that there is a need for personnel to be trained. Trained officials will enhance the education level and improve the skills of inmates to facilitate their reintegration into the community. Training is not of sufficient quality to meet the needs of Pollsmoor Maximum Prison and the inmates are actually being damaged. Management and the human resources staff should be alert to the training that is needed. There will never be a time when it was more important for officials to train effectively and efficiently. Training in sport and recreation will bring great changes and development in rehabilitation.

Table 8.5

NO	QUESTIONS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
4.	Are the current sport and recreation programmes addressing inmates' needs for re-integration into society?	6%	28%	49%	17%
9.	Are personnel doing their best to ensure successful re-integration of inmates?	10%	27%	47%	16%

The above-mentioned questions highlighted whether sport and recreation programmes are addressing the inmates' needs for re-integration and if personnel are doing their best to ensure successful re-integration. Sixty six (66%) percent disagree or strongly disagree on question four (4), while 63% disagree or strongly disagree on question nine (9). The officials responded clearly that there is a lack in programmes addressing inmates' needs and successful re-integration. Rehabilitators must make sure that inmates in our care will have shelter and good jobs when reintegrated back to society. Re-integration can be successful if all the stakeholders are allowed to participate in the process. Officials must make sure that they are in consistent contact when inmates are released. Every contribution by officials will make a difference in rehabilitation. The Community Participation Policy ensures effective re-integration of inmates.

Table 8.6

NO	QUESTIONS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
5.	Are sport and recreation officials correctly placed?	7%	10%	54%	28%
7.	Are suitable personnel to implement sport and recreation brought into the Department of Correctional Services through the recruiting process?	9%	19%	54%	24%

Table 8.6 shows that 82% of the officials disagree or strongly disagree that sport and recreation officials are correctly placed. Seventy-two (72%) disagree or strongly disagree that suitable personnel are brought into the Department of Correctional Services through recruiting. Only 18% of the officials agree that officials are correctly placed, while 28% agree that suitable personnel are recruited.

The placing of officials is in a critical state. The quality of work performed can only be as high as the capabilities of the people performing it, and it needs attention. There is a need for sufficient qualified applicants in sport and recreation. If recruitment is successful the right people will be put in place. The human resources managers must comply with their responsibilities for designing and implementing a recruitment programme that will meet the institution's needs. Through correct recruitment and placement, rehabilitation through sport and recreation will be successful and effective, as asked in table 8.2.

Table 8.7

NO	QUESTIONS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
6.	Is the involvement of community-based organisations in the Department of Correctional Services a success in providing programmes for sport and recreation?	14%	14%	58%	14%

Partnerships between the Department of Correctional Services, community-based organisations and other institutions are critical at Pollsmoor Maximum Prison. Seventy-two (72%) percent of officials disagree or strongly disagree on the involvement. To make rehabilitation a success, the Department of Correctional Services cannot function without the involvement of the community. There is a need for community involvement and the Department of Correctional Services has to embark on a marketing strategy. There will be a better understanding among the inmates and the community. Partnerships must be managed through ongoing monitoring and evaluation to uplift rehabilitation through sport and recreation. Pollsmoor Maximum Prison cannot achieve its objective if it does not have a range of healthy external partnerships.

Table 8.8

NO	QUESTIONS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
8.	Are the correct structures in place to promote sport and recreation?	12%	21%	41%	26%
14.	Is the quality of sport and recreation activities offered good for rehabilitation?	17%	19%	47%	17%
15.	Are all categories of inmates allowed to participate in sport and recreation?	9%	17%	38%	36%

Table 8.8 illustrates responses to the structures in place, quality of activities and participation of inmate categories. Respondents showed 67% disagreement that the correct structures are in place to promote recreation, while 64% disagree that the activities offered are good for rehabilitation. It is clear that all categories of inmates cannot participate in sport and recreation.

A total of 74% respondents disagree on participation in sport and recreation at Pollsmoor Maximum Prison. All inmates are free to join sport and recreation activities, but are not reachable. The head of Pollsmoor Maximum Prison, in consultation with the sport and recreation practitioners, must see to the availability of activities.

Suitable accommodation must be available, but needs attention. It is clear that structural changes have to be made for the purpose of sport and recreation. Table 8.4 makes it clear that there is a shortage of trained personnel and together with the limited activities participation of all inmates cannot be allowed. The above-mentioned questions need attention to be conducive for rehabilitation.

Table 8.9

NO	QUESTIONS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
10.	Are the leaders in the Department of Correctional Services committed to the task at hand?	13%	7%	60%	20%
11.	Do personnel in charge of sport and recreation have a clear understanding of how it should be done?	9%	26%	54%	11%

An 80% disagreement amongst respondents at Pollsmoor Maximum Prison made it clear that leaders are not committed to the task at hand. To improve on rehabilitation, personnel in charge of sport and recreation should have a clear understanding of how it should be done. Question eleven (11) shows disagreement of 65%.

To achieve the goals of Pollsmoor Maximum Prison it is necessary to develop the skills, knowledge, experience and attitudes of the officials, leaders included. A productive tasks of managers is to increase the subordinates' performance capabilities.

Table 8.10

NO	QUESTIONS	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE
13.	Is job evaluation in the Department of Correctional Services successful?	18%	15%	46%	21%

The results in question thirteen (13) make it clear that evaluation in the Department of Correctional Services is not successful as 67% disagree or strongly disagree. Only 33% of the respondents agree or strongly agree that it is successful.

It is clear that there is a need for training in job evaluation. The information gained out of the training could have a profound influence on sport and recreation for inmates. Regular feedback must be given after every evaluation process, to bring the effectiveness of rehabilitation to the forefront.

CHAPTER 8

8.6 FINDINGS

The problem areas are the shortcoming of sport and recreation activities and facilities in prison. There are also a lack of training of officials, as well as the attitude, knowledge and skills of officials, managers and the Department of Correctional Services.

Members of the Department of Correctional Services are not fully trained to make sport and recreation a success. Prisons are not result-orientated in rehabilitation because there is a lack of sport and recreation to assist them in reaching their goals. Many inmates become involved in gangsterism because of the lack of sport and recreation in prison. Every inmate is born with a talent and it is the responsibility of Correctional Officers to help disclose that talent.

The population of inmates at Pollsmoor Maximum Prison comes from different backgrounds, where some of the opportunities provided by sport and recreation are nonexistent. The formal development interventions strategies cannot be provided to all inmates under our care due to shortages of trained personnel in the plethora of development needs of inmates. There are limited material resources to engage inmates in formal development programmes and proposed participation in external activities.

It is found that there is a need to have reliable procedures for evaluation. It is found that very few officials know about the eight principles of Batho Pele, which requires them to render an efficient service to the communities.

RECOMMENDATIONS

Not all inmates come to prison equally ready to undergo personal changes - they need encouragement in joining activities such as sport and recreation that will assist them to change. Inmates must be encouraged and assisted to discard negative values and develop positive ones. The judicious, fair and consistent operation of sport and recreation is an important aid for Correctional Services to regulate the behaviour of inmates and to ensure a satisfied and orderly prison community. All inmates must have access to sport and recreation facilities. To create opportunities, the acquisition of knowledge and new skills,

CHAPTER 9

CONCLUDING REMARKS AND RECOMMENDATIONS

9.1 INTRODUCTION

Inmate rehabilitation is central to education and the creation of the system of rehabilitation is the responsibility of the personnel of the Department of Correctional Services. For the system of rehabilitation the personnel has to have a uniform understanding of what is meant by effective rehabilitation. The aim of this chapter is to improve on inmate rehabilitation in prison.

9.2 CONCLUSIONS

Sport and recreation in prison is the fundamental component of rehabilitation and it needs to be taken very seriously. Correctional Officers must not underestimate the little contribution that they make because that's in fact making a difference towards the development of inmates.

Rehabilitation programmes of the Department of Correctional Services cannot bear fruit without the commitment of the staff. Services to inmates must be provided in collaboration with external partnerships.

The purpose of rehabilitation through sport and recreation is to provide a safe and appropriate environment that is conducive to influencing inmates to learn and adopt positive and appropriate value systems, thus creating a desire in them to lead productive lives as law-abiding citizens when they are released into the community. To be effective, rehabilitation must incorporate all aspects of the inmate's life, namely, the intellectual, physical, social, psychological and spiritual aspects. Aspects such as training, learning a trade, sport and recreation, personal development and preparation for release are of the utmost importance.

9.3 RECOMMENDATIONS

Not all inmates come to prison equally ready to undergo personal changes - they need encouragement in joining activities such as sport and recreation that will assist them to change. Inmates must be encouraged and assisted to discard negative values and develop positive ones. The judicious, fair and consistent operation of sport and recreation is an important aid for Correctional Services to regulate the behaviour of inmates and to ensure a satisfied and orderly prison community. All inmates must have access to sport and recreation facilities. To create opportunities, the acquisition of knowledge and new skills,

the development of an attitude of serving with excellence and the achievement of principled relations with others must be fostered to prepare the inmates to return to society with an improved chance of staying out of prison as productive and law-abiding citizens.

Correctional Officials must be trained and developed in sport and recreation. An important issue will be the correct placement of personnel to make sport and recreation a success. Correctional Officials must also be developed to understand the service delivery principles of Batho Pele. The Department of Correctional Services must regularly and systematically consult not only about the service currently provided but also about the provision of new basic services to those who lack them.

To be effective, one needs to be there all the time and show that you care, whether it is in sport and recreation or anything else. Some important steps could be:

- To arrange motivational talks and workshops;
- To talk about health, the negativity of drug abuse, alcohol abuse and domestic violence; and
- To invite role models that can conduct sport clinics.

In order to change the inmate's behaviour, attitudes and perception, the above-mentioned step should be taken in partnership with non-governmental organisations, community-based organisations and role players in the Department of Correctional Services.

A basic step could be to elect a committee for the smooth running of sport and recreation in prison. The committee must meet at least once a month for meetings, which may only be in connection with organising, planning and discussion of secondary and group amenities and whatever is connected therewith.

Also, it would be necessary to improve the skills capacity of lower-level staff to develop and implement a recruitment process for the selection of suitable candidates to meet the Department's needs in sport and recreation.

The individual who evaluates should be free to comment on the findings. The need for evaluation should at all time be strengthened. An evaluation tool to utilise is an instrument comprising a set of predetermined criteria to assess, measure or monitor quality of performance and the extent to which compliance with organisational and other relevant mandates are met within specific frequencies to improve service delivery.

Proposed criteria for inmates' participation in external activities related to sport and recreation are as follows:

- No age limit.
- All inmates be allowed to participate, although preference should be given to first offenders.
- Inmates serving long-term sentences and who have served one third of his sentence should be allowed to participate.
- In cases of crime such as rape, murder, heists, hijacking, escapes and disciplinary offences, a written confirmation from the Head of Centre, Psychologists, Social Workers, Educationists and Religious Workers reflecting the satisfactory behavioral conduct of the inmates must be submitted to the Area Commissioner for final approval.
- Maximum-classified inmates can participate within the management area.
- During an external participation the criteria on temporal releases must apply.

Suitable training accommodation must be available and if any structural changes have to be made to buildings for the purposes of training, this must be done in consultation with the Director of Maintenance. Such changes can serve as a training course for inmates undergoing and the Department of Public Works or the organisations involved should be responsible for the provision of the funds, as agreed.

All costs related to material and instruments/tools should be within the stipulated budget.

Inmates should have at least one (1) hour a day for recreation and association. This is a time when you can mix freely with other inmates, play games or watch television. If an inmate should be released during this training, his release may not be delayed, but if possible he should continue with his training with the organisation as a free person.

Suitable individuals from the community can be identified by the Department of Correctional Services for inputs to programmes, or other persons/organisations can offer their services to the Department of Correctional Services. It is the responsibility of the Activity Manager to budget annually under Compensation of Employees for these expenses. The Commissioner may appoint voluntary workers who are willing to render free services to the Department of Correctional Services for a specified time or period.

According to the Correctional Services Draft Policy Document on Formal Education (2003:6), needs-driven opportunities should be provided to inmates for a sustainable life after release and based on the following objectives:

- To enhance the quality of education and educational innovation;
- To contribute towards the elimination of illiteracy and raise the educational level of inmates;
- To contribute towards the personal development of each inmate;
- To use education as a foundation for the further development of inmates and life-long learning;
- To promote an integrated approach to education and training within the National Qualifications Framework;
- To provide education opportunities that are needs-based and market-related;
- To equip inmates with the knowledge, skills and attributes necessary for self-reliance and good citizenship; and
- To promote community participation in order to strengthen and enhance the rehabilitation efforts of the department and the reintegration of inmates back into their communities.

The practices of the Department of Correctional Services are based on the philosophy of rehabilitation. This is embedded in the belief that an inmate has the potential to change and can be developed. All sport and recreation officials in the Department of Correctional Services shall acknowledge and adhere to the following principles:

- Integration

Sport and recreation programmes shall form part of the development of inmates in an attempt to provide for the establishment of a unified approach to rehabilitation and training.

- Relevance

All sport and recreation programmes shall be responsive to the needs of the inmates.

- Credibility

Sport and recreation programmes shall be nationally and internationally acceptable and be comparable in quality to those of other countries.

- Coherence
Learning outcomes shall help to meet programme outcomes.
- Guidance and Learners
Measures shall be designed to identify inmates with specific learning needs and/or problems and provide guidance and counseling.
- Flexibility
All sport and recreation programmes shall allow for different pathways, but with adequate levels of national coordination and direction to support effective localized decision-making and a more strategic approach to rehabilitation.
- Legitimacy
All sport and recreation programmes must allow officials and other stakeholders to participate in the planning and in the coordination of processes.
- Accessibility
Sport and recreation programmes must offer comfortable entry to an appropriate level of training for all inmates.
- Articulation
Sport and recreation programmes must allow inmates who have successfully completed accredited prerequisites to move vertically and horizontally between the components in a delivery system.
- Progression
Sport and recreation programmes must ensure that inmates are equipped to move through the levels to obtain some qualifications or credits.
- Portability
Sport and recreation programmes shall allow inmates to transfer their credits or qualifications from one learning centre to another, within Department of Correctional Services as well as to external institutions and vice versa.
- Assessment
All inmates shall be assessed in order to:
 - Give recognition to previously gained experience and learning.

- Do proper placement of inmates.
- Monitor the progress of learning and training.

- Community Participation

Community participation shall be encouraged in order to build capacity that will strengthen and enhance the rehabilitation efforts of the Department of Correctional Services, create opportunities for the establishment and maintenance of partnerships and ensure the effective reintegration of inmates into the community.

- Research

All sport and recreation programmes shall be informed by researched outcomes and best practices.

- Evaluation and Monitoring

The quality of programmes and services, as well as the impact of such programmes and services on the inmates, shall be monitored and evaluated on a continuous basis.

- Reports

Comprehensive reports shall be compiled on inmates as required and statistical data on inmate involvement and performance shall be maintained and submitted electronically.

- Competence

All officials shall strive to maintain a high standard of competence in their work.

If inmate rehabilitation is to be addressed successfully, the personnel has to share a common understanding of what is expected, what is acceptable and what is unacceptable.

The vision and mission has to be communicated to all role players to serve as motivation to personnel as well as clearly spell out expectations regarding the maintenance of effective inmate rehabilitation. Inmate rehabilitation should not be seen in isolation. It is part of the whole prison population and should be an integral part of the whole prison development plan.

9.4 SUMMARY

This study sought to address what effective rehabilitation is, what influences impact on inmate rehabilitation and the management of inmate rehabilitation. These recommendations are made to improve inmate rehabilitation and the way it is managed with the aim to improve the delivery of quality rehabilitation.

Correctional Officers should be givers, rather than receivers. They should be competent and competitive and combine a humane attitude of service with excellence. They should be providers and good correctors. In order for them to practice the latter, Correctional Officers should be corrected first.

Rehabilitation through sport was stated by the Chief Deputy Commissioner Resource Management, Mr Sibubela Mzimba, urging correctional officers to inculcate a culture of corrections in whatever they do, to know what constitutes elements of good life and behaviour and to skillfully combine good values with sheer competency.

He urged sport members of the Department of Correctional Services to secure a safe environment for inmates and to discard negative values and replace them with positive ones.

In his address, Mr Mzimba focused much on the rehabilitation process and said that the Department was faced with a big challenge in taking forward the rehabilitation process.

He added that through sport, correctional officers, as a collective team, are able to define their attitudes and their corrections and become exemplary not only to inmates but also to the society at large.

Mr Mzimba said that the above efforts could help inmates to become assets and law-abiding citizens when reintegrated into their different communities.

However, Mr Mzimba emphasised the need for both senior correctional officials and junior staff to fully understand and comprehend what the rehabilitation process is about. "So big is this task, I have noticed that even some senior correctional officials don't understand what the rehabilitation process is all about. Much still has to be done. This is one of the most challenging issues we have to deal with extensively".

REHABILITATION THROUGH SPORT

Mr Mlombile was addressing members of the Department of Correctional Services, Equity Sports Management, from all nine provinces in Pretoria on Tuesday, 30 July 2002 (Mphuti, 2002. Nexus, July: 28).

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He said that the department must arm itself not only in finding and funding skills to correct inmates, but also to perfect those skills.

When asked how do members measure the rehabilitation process and not view it as just something on paper, Mr Mlombile answered that the rehabilitation process was beginning to crawl like a child and would soon walk.

“It is a vision of the Department and people within the Department must ensure that that vision is realised”. This, he said, can be achieved by a combination of people’s inner values and in wanting to help to correct those under their care with the utmost sincerity and caring.

“The rehabilitation process is making sure that inmates in our care will have shelter, good jobs and source of income to complete a fully normal family life when reintegrated into society”.

He added that sports people, and mostly celebrities, could act as role models to inmates.

“I can even seek funding to have a sports role model even if he, or she was based in Australia, the United Kingdom or anywhere else in the world, to help us with the process. Identifying with success can help change the mindset of those who sidestepped the law. There are many successful sportspeople who had a shameful past, but through a solid vision and determination they fought hard, corrected themselves and moved on with life”.

Mr Mlombile emphasised the need to implement educational programmes that identify people with useful skills, and to harness those skills.

Johnny Sekano, South African Sports Commission Education and Training Project Co-ordinator, reiterated their stand in helping the Department of Correctional Services with the rehabilitation process.

“We are aware of the impact that the Commission can make in this process. We fully commit ourselves in taking the rehabilitation process forward”.

This, he said, was going to be in the form of the Sports Commission establishing partnerships with the Department of Correctional Services. “In inmates we can produce

enough coaches, soccer, rugby, and cricket stars, leaders in sports leadership discipline courses, sports administrators and so on”.

KEY TO EFFECTIVE REHABILITATION

Mr Sekano said that it was the objective of the commission to assist the Department of Correctional Services in facilitating and developing various programmes relating to human resources, administration, health consciousness, awareness and mass participation, recreation, women in sport.

“We are ready to also help in fostering development in sport and recreation as a means of

rehabilitation”, said Mr Sekano.

At the centre of this new paradigm are the roles that the educators are to play and the responsibilities that they must accept with regard to the rehabilitation of the inmates. “Rehabilitation for effective community reintegration: Repositioning the role of Education and Training in the rehabilitation process”, was adopted as the main theme of the workshop.

Apart from defining the role of the educationists within the context of rehabilitation, identifying policy indicators and creating a common understanding of the role of education within the context of rehabilitation also served as the objectives of the workshop. The Commissioners of the Department of Correctional Services, Reverend Lulamile Mbebe, attended the workshop as well as members of the management board, community-based and non-governmental organisations, educators from the Department of Correctional Services and tertiary institutions and ex-inmates. Addressing those present during the official opening of the workshop, Reverend Mbebe urged the educators to display professionalism and become the agents of change.

“As educators of this country, the need is to become agents of change and assert the right to do your work in a responsible and professional manner. The didactic process should enable educators to ‘unfreeze’ what they know, allow new information in order to change and then ‘refreeze’”. “This is a process that must prevail at all times”, said Mbebe. He further said that safe custody, humane incarceration and the rehabilitation of inmates are the core functions of the Department of Correctional Services. Intervention by educators should play an integral part in particular as far as the rehabilitation process of inmates is concerned.

Various guest speakers from the Department of Correctional Services, tertiary institutions and other organisations that were invited, addressed the educators in a plenary session.

KEY TO EFFECTIVE REHABILITATION

On 8 March 2001 the Department of Correctional Services held a national workshop for the Department of Correctional Services educationist at the Birchwood Hotel in Boksburg. The workshop was one of a series of workshops held by the Chief Directorate aimed at examining the relevance and efficacy of the current interventions. In line with the Department of Correctional Services' shift from a punitive approach to a rehabilitative approach, it became imperative that Department of Correctional Services educators should redefine their roles within the context of a new paradigm.

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Ms J Sishuba, the Deputy Commissioner of Development Programmes, was the first to speak. "I am privileged to be part of this historic event. I say historic because for the first time in the history of Correctional Services we are sitting around the table to define ourselves within the context of rehabilitation.

The question then becomes: why are we redefining ourselves? I would like to take us back a bit. The Correctional Services Act, Act 111 of 1998, stipulates clearly in section 41 that our mandate is to provide programmes to meet the educational and training needs of inmates. Section 35 of the Constitution of the Republic of South Africa, Act 108 of 1996, articulates the right of the inmate to conditions of detention that are consistent with human dignity. It is my view that we have never aligned interventions with the new legislation and policy frameworks", said Sishuba.

She continued by saying that the Department of Correctional Services' educationists form part of the multi-disciplinary team that is charged with the task of rehabilitating the inmates. "Our task is to provide a safe and appropriate environment that is conducive to influencing inmates to learn and to adopt a positive and appropriate value system, thus creating a desire in them to lead productive and law-abiding lives when they are released into the community. This environment must allow self-discipline, social independence, ongoing family and community support and preparation for integration.

The community has entrusted the destiny of the inmates to us. They expect us to release the individual in a psychological and social condition which renders him or her adequate to the task of social survival and able to choose actions that stay within the law".

Ms Sishuba further said : "Rehabilitation cannot be achieved by simply throwing treatment programmes to the inmates, in the hope that they might learn something. All the activities in prison must support rehabilitation. The environment must be conducive to this. Inmates must be convinced that there will be individual benefits in the programmes. The improvement of the system cannot be realised if the staff does not make efforts to let inmates experience a better life. Educationists must uphold the values and standards of the profession at all times. She concluded that we cannot change the world for everyone, but together all of us can work to change the world for one person.

Delivering her paper on “Repositioning the role of Education and Training in the rehabilitation process”, Professor V McKay from the Abet Institute at Unisa stated that educators are defined as development workers because of the role that they need to play in the socio-economic development of the inmates.

“This development needs to be structured in a way that reduces recidivism. Educators need to develop programmes that will focus on skills training, career and vocational guidance, health and Aids, human rights, SMME’s, entrepreneurship and family management”, she said. McKay added that a holistic approach must be adopted in order to develop such programmes.

In his speech, Mr I Baadjies from the University of Natal highlighted the significance of the Department of Correctional Services in society and the fact that the Department should move towards developing a policy framework to train its personnel. “The policy framework should be aligned with the existing policy directives within the broader South African framework. Therefore, a Human Resources Development Strategy should be in place in order to address the policy framework. It is also important to align prison education and training policies with existing legislation in the field of education and training”, Baadjies commented briefly.

The founder member of the Common Law Prisoners Rehabilitation Agency (compra), Mr Collin Nxumalo, stressed the point that education should be compulsory in prison. “Prison is a society on its own. Different kinds of people that are present in our normal society are also present in prison.

The Department of Correctional Services should realise that the inmates are living on the other side of the world. The inmates think differently to those who are not in prison. They must be taught the value of education so that they don’t resort to crime once they have been released from prison”, said Nxumalo, referring to his past experience as an inmate. He further said that education helps the inmates to regain their self-esteem and that they eventually show remorse for the crimes they have committed. He appealed strongly to those who are working directly with the inmates to be co-operative and to help them during the process of rehabilitation.

He concluded that the inmates who matriculated outside the prison premises should be given a chance to also teach their fellow inmates, as this would motivate and make them (non-matriculated inmates) eager to learn.

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Complementing the main theme of the education workshop, guest speakers from various external organisations were tasked to make presentations on specific topics such as breaking the back of illiteracy for effective rehabilitation, authentic assessment for client-based programmes, getting the community actively participating in the rehabilitation of the inmates, the Skills Development Act as a measure of intervention and creating a culture of learning and teaching in a correctional setting.

You have been selected for the completion of a questionnaire as part of a study to

Besides making presentations on these topics, the guest speakers were also facilitating the commissions that were set up to analyse current situations and the gaps that are existing in practices and to identify strategies to address the existing gaps.

will assist the researcher to investigate the present state of the impact on effectiveness of a

The findings of the commissions would be incorporated into a final report to Management. As a consequence of the commissions' reports, a special task team was established to compile a draft, amongst other things, on the policy that will be aligned with the different internal and external mandates, which will guide the educators' intervention in the rehabilitation process. The main objective of compiling a draft on policy is to guide and inform practice and to be responsive to the actual needs of inmates.

Concluding the proceedings of the three-day Department of Correctional Services education workshop, Mr S Sokupa, acting DCD Functional Services, emphasised the responsibility which is on the shoulders of the educators. "Policy is a dynamic process – it is informed by our practices but it also informs our practices, and therefore policy and practices need to be integrated to complete the cycle. Educators must take the responsibility to overcome the obstacles because they are accountable for their actions. They must define their task and start realising what their purpose is in the rehabilitation process", said Sokupa. He concluded that educators must utilise the knowledge and the skills of ex-inmates, as this will definitely motivate the inmates to participate in education and training programmes, because the ex-inmates are familiar with the operations of inmates within the prison environment (Sakele, *et al.* 2001. Nexus, April/May: 18 – 19).

K.R. GEORGE
RESEARCHER

QUESTIONNAIRE

14 November 2004

Dear Colleagues

INVESTIGATING THE IMPACT ON REHABILITATION OF A SAFE AND HEALTHY SPORT AND RECREATION ENVIRONMENT FOR INMATES AT POLLSMOOR MAXIMUM PRISON

You have been selected for the completion of a questionnaire as part of a survey to determine the impact on rehabilitation of a safe and healthy Sport and Recreation environment for inmates at Pollsmoor Maximum Prison. Your co-operation in the completion of the questionnaire will be most appreciated as the information thus obtained will assist the researcher to investigate the present state of the impact on rehabilitation of a safe and healthy Sport and Recreation environment for inmates at Pollsmoor Maximum Prison.

The questionnaire has been prepared in such a way that it will require the minimum of time to complete. It must be stressed that your answers to the various questions will play an important role in the eventual outcome of the research.

All information will be treated as strictly confidential and it will be impossible to identify any individual on the strength of the results included in the final report.

The investigation has been necessitated by the assumption that the rehabilitation of inmates through sport and recreation does not meet with accepted requirements for such a method.

All findings and recommendations will be submitted to the Department of Correctional Services.

Thank you for your co-operation.

R.R. GEORGE
RESEARCHER

QUESTIONNAIRE

Kindly read each question carefully and provide suitable answers to all of them.

Indicate your answer with an "X"

- LEGEND:-
1. STRONGLY AGREE
 2. AGREE
 3. DISAGREE
 4. STRONGLY DISAGREE

1. Sports and Rehabilitation programmes are effective in rehabilitation at Pollsmoor Maximum Prison.

1	2	3	4
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2. Are all relevant personnel sufficiently and practically trained in the implementation of new policies and legislation pertaining to sport?

1	2	3	4
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3. Is there a need for personnel to be trained?

1	2	3	4
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4. Do the current sport and recreation programmes address inmates' needs for re-integration into society?

1	2	3	4
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5. Are sport and recreation officials correctly placed?

1	2	3	4
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6. Is the involvement of community-based organisations in the Department of Correctional Services a success in providing programmes for sport and recreation?

1	2	3	4
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7. Are suitable personnel to implement sport and recreation brought into the Department of Correctional Services through the recruiting process?

1	2	3	4
---	---	---	---

8. Are the correct structures in place to promote sport and recreation?

1	2	3	4
---	---	---	---

9. Are the personnel doing their best to ensure successful inmate re-integration?

1	2	3	4
---	---	---	---

10. Are leaders in the Department of Correctional Services committed to the task at hand?

1	2	3	4
---	---	---	---

11. Do personnel in charge of sport and recreation have a clear understanding of how it should be done?

1	2	3	4
---	---	---	---

12. Do you think the sport and recreation programmes of the Department of Correctional Services are successful?

1	2	3	4
---	---	---	---

13. Is job evaluation in the Department of Correctional Services successful?

1	2	3	4
---	---	---	---

14. Is the quality of sport and recreation activities offered good for rehabilitation?

1	2	3	4
---	---	---	---

15. Are all categories of inmates allowed to participate in sport and recreation?

1	2	3	4
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Thank you for your assistance.

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