

**PENOLOGICAL INVESTIGATION OF THE OFFENDER REHABILITATION
PATH**

by

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ABSTRACT

The dissertation examine the process of rehabilitation offered by the Department of Correctional Service as from the time the offender is admitted (sentenced) until such time he is released back into society. Rehabilitation in the departmental context is based on six key delivery areas, which must be in place to ensure that offenders are rehabilitated.

Faced with several challenges, e.g. demilitarization, structural defects of the facilities that are not conducive for rehabilitation or build for Unit management principles, career path for officials, and the transformation of the old penitentiary system to the new generation prison system, the department failed to achieve their objectives.

The dissertation examines the current process of rehabilitation (ORP) in the Department of Correctional Service, where it identifies areas of underperformance and develops best practises to improve service delivery. The reintegration of offenders is also included in the study.

The findings illustrate that the rehabilitation processes for offenders within Correctional Centers' are operational but several challenges prevent the Department to perform optimally, e.g. proper orientation and induction of offender, incomplete assessments and rendering of programmes due to shortages and post establishment alignment.

Key terms:

Rehabilitation; Offender Rehabilitation Path; Integration; Correctional Sentence Plan, Unit management; Offender Assessment, Profiling of Offenders; Case management

DECLARATION

STUDENT NUMBER: 3387 920 6

I, Lincoln Gustav Fitz, declare that **PENOLOGICAL INVESTIGATION OF THE OFFENDER REHABILITATION PATH** is my own work and that all resources that i have or quoted have been indicated and acknowledged by means of complete references.



L.G.Fitz

Signed at East London

On the 1Day of December 2013

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CHAPTER 1: INTRODUCTION

1. Purpose of the study

Through the efforts to make South Africa a much safer place to live in, it is important that the role in the Integrated Justice System is premised on the significance of the shift from an institution of humiliation to an institution of new beginnings. The successful fulfilment of the mandate to rehabilitate every sentenced offender translates into decreased chances of released offenders re-offending. (Minister of Correctional Services: Annual Report of the Department of Correctional Services: 2012/2013: 12)

In this opening statement the Minister of Correctional Service in South Africa reiterated the Department's commitment towards rehabilitation of offenders. He also further mentioned that the aim of rehabilitation is to reduce re offending. The measurement of the recidivism within the Department of Correctional Service is questionable, because there is no official measuring tool available to monitor recidivism within the department. The recidivism figures that were presented by the Minister during his report reflected the special remission that was granted to offenders during April 2012.

Identifying the variables which account for recidivism, however, has been an elusive task (Klein & Caggiano, 1986:181). Risk assessment instruments such as the Orange County Model and Arizona Model were able to discriminate between recidivists and non-recidivists and predicted recidivism 18-22% better than chance. Both models had age of first offense or referral, number of prior referrals, and peer influence as common variables. The Arizona Model found parole violations, arrest type, and family dynamics to be additional discriminating variables (Ashford & LeCroy, 1990:441- 450). Earlier age at first arrest and higher severity of crime significantly discriminated recidivists from non-recidivists (Wierson & Forehand, 1995:63- 67). Negatively involved or uninvolved parents, single parent families, marital discord, conflict, and child abuse were also identified as potential variables associated with delinquency

and repeat offending (Wright & Wright, 1994:21). Prediction models, nonetheless, generally account for 20% or less of the variance in recidivism (Klein & Caggiano, 1986:181).

It appears that preventing repeat offending will continue to be a persistent challenge in the criminal juvenile justice system. Despite intense efforts to identify factors which discriminate recidivists from non-recidivists, prediction models generally account for 20% or less of the variance in recidivism (Klein & Caggiano, 1986:181). By expanding the repertoire of variables accounting for higher rates of recidivism and by exploring alternative programming with various types of support, however, the elusive promise of the effective rehabilitation of delinquent youth may be realized.

Muntingh (2001a:6) and Prinsloo (1995:4) speculate that the rate of re-offending is as high as 55-95%. The Department of Correctional Services also concedes that the majority of offenders in prisons are not first time offenders. The majority of offenders will eventually return to the community. Successful reintegration can possibly prevent ex-offenders from committing crime again with the effective cooperation of the Integrated Justice

The importance that recidivism once had in evaluating the performance of corrections is now being taken up by measures of system functioning. Heydebrand and Seron (1990: 190- 194) have noted a tendency in courts and other social agencies toward decoupling performance evaluation from external social objectives. Instead of social norms like the elimination of crime, reintegration into the community, or public safety, institutions begin to measure their own outputs as indicators of performance. Thus, courts may look at docket flow. Similarly, parole agencies may shift evaluations of performance to, say; the time elapsed between arrests and due process hearings. In much the same way, many schools have come to focus on standardized test performance rather than on reading or mathematics, and some have begun to see teaching itself as the process of teaching students how to take such tests (Heydebrand and Seron, 1990:190-194; Lipsky, 1980:4-53).

The Department of Correctional Service is currently measuring their successes on rehabilitation on with their overcrowding statistics. The Annual Performance Plan on Correctional Service reported that the overcrowding had increase from 34.87 in 2010/ 2011 to 35.6 in 2011/ 2012, resulting in an increase of 0.73%. (Department of Correctional Services Annual Performance Plan: 2013/2014: 62) It is evident that the department is not winning in their endeavours to reduce overcrowding. The question that needs be asked is whether the Department using the correct measuring tool to measure their successes in terms of rehabilitation, or what is the contributing factors of overcrowded Correctional facilities. The Department of Correctional Services can successfully rehabilitate and develop offenders, but upon release there might be other contributing factors that let them relapse into crime, e.g. the high unemployment rate of South Africa is high.

The Department of Correctional Service has also recently become subjected to auditing in their core functions, Corrections, development, and Care, where they received qualified audit report. The report indicate that the Department under spend to an amounted of R 125 879 000 on rehabilitation. This under spending was due to delays in filling of funded vacant posts under Compensation of Employees. (Minister of Correctional Services: Annual Report of the Department of Correctional Services: 2012/2013:119)

The Chairperson of the Portfolio Committee noted that Cabinet had approved the White Paper for Correctional Services in 2005. It directed the Department of Correctional Service away from mere warehousing and incarceration towards rehabilitation and social reintegration. It was based on 10 strategic points, which included breaking the crime cycle, creating an environment for rehabilitation, and community support for the offender. That vision was underpinned by a commitment to humane custody; children's rights, and rights to education and religious worship. The White Paper had to inform the Department Correctional Service Strategic Plan. The Correctional Service Act required of the Department Correctional Service to fulfil the purposes of the correctional system, which

included self-sufficiency according to business principles, and effective management. The Chairperson raised the question whether the Department Correctional Service budget spoke to the points raised. Security took up 34% of the budget, whereas there was only 3% for Rehabilitation. Appropriate measures had to be found to bring Development and Rehabilitation up to par. The context included the overcrowding crisis. (Department of Correctional Services: Budget objectives: 2013:02)

The Portfolio Committee on Corrections also question the rehabilitation within correctional centre. They also indicate that the Department of Correctional Service must bring out proper measuring tool to ensure that rehabilitation is implemented effectively. Human resources is essential when it come to the identifying and rendering of the rehabilitation programmes and if you don't have the manpower to identify and render the rehabilitation programmes, rehabilitation will not succeed.

De Vos, Strydom, Fouche & Delpont (2002:8) postulate that the goals of research "imply the end towards which efforts or ambitions is directed". The main aim of the dissertation is to examine or investigate the rehabilitation process that need to be followed to ensure that offenders are timeously subjected to rehabilitation and development programmes as specified as per their personnel development plan as it is currently applied in the Department of Correctional Services, with the objective to identify areas of underperformance and to develop best practises to improve service delivery

2. Context of the study

The international strategy towards the development of rehabilitation of offenders happened with a report from the prison committee, House of Lords on Prison Discipline committee, which were established in 1963, on prisons in 1895, known as the Gladstone report. According to the Gladstone Report (1895:4- 93) '*We start*', said the Committee, '*from the principle that prison treatment should have as its primary and concurrent objects, deterrence and reformation*'. According to Robinson and Crow (2009:37) the report does not use the term

rehabilitation. It refers to *'treatment'* in the general sense of how prisoners were treated in the context of prison conditions at the time, and to reformation, which it concludes *'Is quite impracticable in prison' and that, the present system, while admirable for coercion and repression, is excessively deficient on the reformatory side'*. The committee therefore concentrated on a proper classification of prisoners' as a basis for treating people as individuals, distinguishing between offence and offender. 'while sentences may roughly speaking be the measure of particular offences, they are not the measure of the characters of the offenders' in particular the report identifies the separate needs of first time time offenders, young offenders, habitual criminals, habitual drunkards, female and infants, debtors, convicted prisoners, and lunatics and the 'weak minded' The report also stressed the importance of links between the outside world, by extending visits and communications, and by what happened after prison. (Edwards and Hurley: 1999: 2)

The Gladstone report was an eye opener on how prisoner were treated during 1895. The report was also the start of transforming prisons in terms of the humane treatment of offenders. Although the committee was of the opinion that reformation was not practical it was mentioned that prisoner should be properly classified in terms of their offences. The report also indicates that prisoner must be separated according gender, age, and criminal history.

In criminology and penology, treatment has traditionally been linked with ideas about the nature of criminality (about which more later), and with an approach to dealing with crime which has usually been contrasted with retribution and punishment. Those in favour of treatment have tended to be seen as of a liberal persuasion, perhaps even as 'do-gooders'. Like many stereotypes this is an oversimplification, but because of these associations treatment is often linked to other terms, notably 'reform' 'rehabilitation' and 'resettlement'. What these terms have in common is the notion of change, even if the change is a restorative one returning someone to a position in society which they formerly held. (Crow: 2001: 4)

Efforts to treat prisoners so that they leave prison with some chance of being rehabilitated in wider society and less likely to reoffend can be seen as taking three main forms: the second type of activity is that which involves programmes designed to address specific issues and offenders, such as anger management, drug misuse and sexual offences and the third social rehabilitation, which includes the provision of education, training, social skills programmes, and work preparation intended to prepare offenders for when they are released. (Robinson and Crow: 2009:37)

The treatment of prisoners was over the years never link to rehabilitation, there was always mixed opinion on the treatment of prisoners. This went on for years but later due to development in the treatment of prisoners, it came to light that there are some similarities between treatment and rehabilitation. Both of them had the same objective which is to change. Change in terms of restoring someone to a previous position he/ she was prior an incident.

A dictionary definition of rehabilitation refers to restoring 'former privileges or reputation or proper condition' (Oxford Advanced Learner Dictionary 2008:1227). Rehabilitate means to re-establish one's good reputation, or to restore formally to a former capacity.

(dictionary.reference.com/browse/rehabilitate). However, some offenders do not have a former 'good reputation' to which they can be restored.

Many definitions of "rehabilitation" abound, but they tend to coalesce around three issues:

- the intervention is planned or explicitly undertaken, not chance or unwitting occurrence;
- the intervention targets for change some aspect about the offender that is thought to cause the offender's criminality, such as his or her attitudes, cognitive processes, personality or mental health, social relationships to others, educational and vocational skills, and employment; and
- The intervention is intended to make the offender less likely to break the law in the future—that is, it reduces "recidivism."

Rehabilitation does not include interventions that seek to repress criminal involvement through specific deterrence, or to use punishment to make offenders too fearful of sanctions to recidivist. In this context, the main purpose of this essay is to assess the empirical status of correctional rehabilitation: Do correctional interventions reduce offender recidivism? (Gibbons 1999, 274; Sechrest, White, and Brown 1979, 20–21)

The term rehabilitation was later clarified and accepted as process of restoring. The intention of rehabilitation was to developed offender to such an extent that they will not relapse into crime. Different opinion transpired from this argument because some was of the opinion that rehabilitation did not break the circle of crime. They argued that offenders are still relapsing in crime and they did not reduce the recidivism rate. However although there was questions as to whether rehabilitation, relapsing in crime studies indicate that there were a reduction in the recidivism rate, which made rehabilitation successful as a form of reducing overcrowding.

The United Nations Standard Minimum Rules for treatment of offenders (1955: 65, 66) states “The treatment of persons sentenced to imprisonment or a similar measure shall have as its purpose, so far as the length of the sentence permits, to establish in them the will to lead law-abiding and self-supporting lives after their release and to fit them to do so. The treatment shall be such as will encourage their self-respect and develop their sense of responsibility. “
“To these ends, all appropriate means shall be used, including religious care in the countries where this is possible, education, vocational guidance and training, social casework, employment counselling, physical development and strengthening of moral character, in accordance with the individual needs of each prisoner, taking account of his social and criminal history, his physical and mental capacities and aptitudes, his personal temperament, the length of his sentence and his prospects after release.” The adoption of the Standard Minimum Rules in 1955, forced affiliated countries to Unit Nations to revisit their prison system to ensure that adherence to the rules. Rehabilitation also called treatment was a priority for all countries since they were signatory to the guidelines specified by the rules mentioned above.

The Unit management concept was then introduced which appears to be the best practice model to facilitate rehabilitation (Fine, Gary Alan: 2006: 53) Unit management has been employed across a large number of prisons in many jurisdictions. The idea behind unit management, which commenced in the 1960's was to have the management of prisoners occur in smaller units,(Smith and Fenton 1978: 42) 'This decentralised unit management model permits decisions about inmates to be made by staff who know the inmates best.' (Carlson 2008: 76)

The Victorian Department of Justice says that one of its aims with unit management is to 'normalise the prison environment by dividing prisons into small, manageable units.' (McArthur, Morag, Camilleri and Webb 1999:125)

The unit management model is considered to be best practice and has found favour with prisoners who would rather be housed in a unit (Jocelyn M Pollock-Byrne, Ethics in Crime & Justice: Dilemmas & Decisions (1989) 126.) It has been suggest that this model of prison management reduces riots, or acts of violence between prisoners, and prisoners and staff. (Sozzani 2001: 136) One possible explanation for this is that unit management provides the prisoner with 'a sense of group identity,' and because of the increased frequency of officer/inmate contact, it may lead to early detection of problems within the unit. As with the Victorian model, Sozzani suggests that the unit management often allows for the building of stronger inmate/officer relationships and therefore providing an environment that is more conducive to correcting behaviour.'

The rehabilitation model was generally accepted as the best model to reduce overcrowding in prisons by most countries. The countries were also of the opinion that rehabilitation is also a crime prevention strategy. Coupled with the rehabilitation, the Unit management system was introduced where prisons were divided into smaller more manageable groups. The concept was seen as the ideal concept to facilitate rehabilitation.

South Africa as affiliated member to the United Nations also adopted the Standard Minimum Rules for treatment of Prisoner and then promulgated the Correctional Service Act 8 of 1959 to address the treatment of offenders.

“Every prisoner sentenced to imprisonment and detained in a prison, shall, subject to the provision of this Act and subject also to any special order of the court, be employed, trained and treated in such manner as the Commissioner may determine, and such a prisoner shall at all times perform such labour, training other and treatment or any other purpose connected with such prison, by any member of the department” (Statutes of the Republic of South Africa: Prison and Reformatories: Correctional Services Act 8 of 1959:99).

Transforming South Africa from the apartheid to a democratic area resulted in the adoption of a new constitution, Act 108 of 1996. According to Luyt (1999:4), these changes inevitably had an influence on the Criminal Justice System in South Africa, which filtered through incarceration and the treatment of offenders. The Constitution is regarded as the supreme law in every democratic country. Therefore, other statutory laws must comply with the Constitution. However, one needs to understand that the Constitution does not replace these laws. Instead, it sets out the standard that other laws must uphold (Luyt, 1999:5). In the case of the South African Correctional System, the Correctional Services Act 8 of 1959 was replaced by the Correctional Services Act 111 of 1998. This Act was influenced by several matters related to the basic human rights of offenders.

The adoption and promulgation of the Constitution (Act 108 of 1996) and Correctional Services Act (Act 111 of 1998) resulted in a significant change on the treatment of offenders. The change necessitated the transformation of the old prison system of incarceration to a new approach of rehabilitation. The White Paper on Corrections in South Africa represents the final fundamental break with a past archaic penal system and ushers in a start to our second decade of freedom where prisons become correctional centres of rehabilitation and offenders are given new hope and encouragement to adopt a lifestyle that will result in a second chance towards becoming the ideal South African citizen. While safety and security remains at the heart of our core business in

Correctional Services, it is informed by the strategic imperatives of correcting offending behaviour, rehabilitation and correction as a societal responsibility. (White Paper on Corrections 2005:4).

South Africa's approach to correctional management and community correctional supervision is based on the principles of restoration or corrections, unit management, and secure, safe and humane custody and supervision. This approach should be, as far as practicable, in line with international human rights standards. The management of correctional centres within an ethical context that respects the humanity of everyone involved in a correctional centre, including inmates, staff and visitors, is essential for rehabilitation-focused correctional centres. (White Paper on Corrections 2005:40).

The Department then implemented Unit Management to facilitate rehabilitation through need base interventions. The process of rehabilitation was developed and named the ORP (Offender Rehabilitation Path). The Offender Rehabilitation Path illustrates what happens to an offender from when entering the Correctional Centre to release into society. Need base interventions refer to services that will be rendered to offenders on Corrections, Development, Security and Care, which form the Key Services Delivery Areas of the Department?

The Department however, was faced with several challenges to achieve its objectives which resulted in several stumbling blocks e.g. recidivism rate of offenders didn't decrease, offenders rehabilitation processes couldn't materialize prior consideration for placement, shortage of professional staff, e.g. Social Workers, to render rehabilitation programmes to offenders, and the Department could not provide sufficient support basis to offenders to be self-sustainable after placement.

The dissertation examine the process of rehabilitation offered by the Department of Correctional Service as from the time the offender is admitted (sentenced) until such time he is released back into society. The dissertation study examines the current processes of rehabilitation in the Department of Correctional Service, and identifies areas of underperformance to develop best

practises to improve service delivery. Rehabilitation in the departmental context is based on six key delivery areas, which must be in place to ensure that offenders are rehabilitated.

3. Problem statement

3.1. Main problem

The purpose of this dissertation is to add value to the existing knowledge on criminal justice systems, specifically correctional systems. As Blumstein (1997, 353) observes, "*the vacuum created by the trashing of rehabilitation was soon to be filled by the other two crime control approaches available to the criminal justice system—deterrence and incapacitation*" (Macallair 1993:104- 125; Zimring and Hawkins 1995:25). Again, a central issue is whether the abandonment of, or loss of faith in, rehabilitation as a goal of corrections was deserved—whether other, more punitive approaches should have super ceded treatment as the guiding correctional philosophy. Is there reason to conclude that offender treatment should be a core function of the correctional enterprise? In this context, the main purpose of this dissertation is to assess the empirical status of correctional rehabilitation: Do correctional interventions reduce offender recidivism? (Cullen and Gendreau: 2000: 112)

Correctional rehabilitation of offenders is a process where correctional interventions are rendered to offenders. Whether the interventions that are rendered assist in the reduction of recidivism depends largely with quality of the assessment and rehabilitation and development programmes that are rendered to offenders. The assessment refers to the identification of needs/ shortcomings of the offender that made him/ her committed crime. After the needs of the individual offender had been identified the needs will be allocated to a specific programme to address such needs. The impact of the identified programme also needs to be measured after the programme has been rendered to determine whether the need/shortcoming was addressed, or if there is a further need for referral. A formal report to that effect must be generated

and the outcome must be clearly endorsed.

The dissertation examines the process of rehabilitation offered to offender by the Department of Correctional Service. The dissertation identifies areas which under performance and develop best practise to excel the process of rehabilitation. Rehabilitation in a South African context is referred to as the Offender Rehabilitation Path. Offender Rehabilitation Path (ORP) refers to the processes to be followed from the point of admission until the release of sentenced offenders. (Department Correctional Service: Unit management Policy: 2006: 1)

In the Department Correctional Service, Unit management policy (2006:9) stipulates that CMC must coordinate all actions, Offender rehabilitation processes, pertaining to the development and correction of sentenced offenders within correctional centres. These actions include:

- Assessment
- Development of sentence plans
- Implementation of programmes in accordance with the sentence plan
- Monitoring progress in relation to the sentence plan
- Reassessment of offender/amendment of sentence plan, if necessary
- The reintegration of the offender back into society

According to De Vos & Fouche (1998:115-116) research is based on certain questions, which need to be addressed. These questions also aimed at providing/finding answers to the gaps that have been identified and on which the research is based. In this case, the research questions that guide the study are:

- How could Rehabilitation compliment the reduction of overcrowding and recidivism in correctional centres?
- What is the quality of the assessment of offenders upon admission in terms of identifying risks and need base interventions?
- What rehabilitation and development programmes are available and are these programmes rendered to offender within the department?

- What management and monitoring tools are available to ensure that rehabilitation is not compromise?
- Are offenders considered for possible placement when they are due and what support the department provide to offenders during the reintegration period?
- Does the department have sufficient resources available to ensure that service delivery is not compromise?

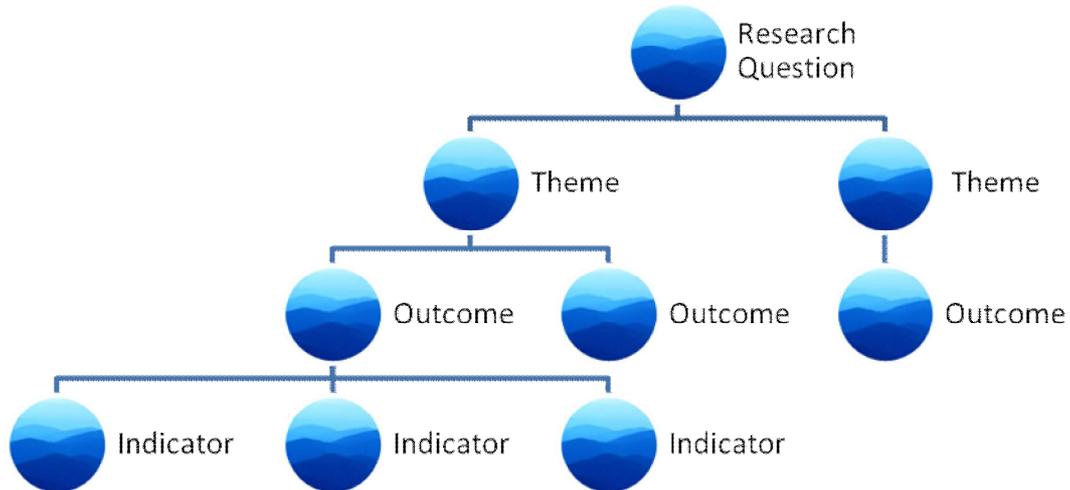
The research question on Offender Rehabilitation Path (ORP) for offenders has been divided into 5 themes to answer the questioned mentioned above. The themes are as follows:

- Assessment
- Rehabilitation
- Monitoring and management processes
- Placement and integration
- Human resources

The themes are divided into several outcomes, and the outcomes into several indicators.

The indicators answer each outcome and the outcome answer the different themes and the themes finally answer the research question. **(See table below)**

Table 1: Research question



3.1.1. Sub-problem- Assessments

Assessment within the correctional service environment refers to the admission risk assessment which determine the offender's risks and the comprehensive needs assessment which focus on the rehabilitation and development needs of the offender. The dissertation examines whether the department has sufficient structures in place to ensure that offenders' sentences are correctly administrated, assessments, need-based interventions are identified timeously and the resources available to ensure service delivery

The outcomes for assessments are as follows:

- On admission, an Offender must be informed promptly of his or her rights.
- The appropriate measures are taken to ensure that Offenders sentence are administrate accordingly.
- Every sentenced Offender is subjected to a proper risk assessment as soon as possible after admission to determine his needs in the following areas: Security-, Educational-, Social-, and Health risks.

- Every sentenced Offender is subjected to a proper orientation and induction as soon as possible after admission to ensure that they are fully aware about the rules and regulations of the centre
- Every sentenced offender with a sentence of longer than 24 months is assessed within 21 days after admission to determine his Rehabilitation needs (Correctional Service Act, Act 111 of 1998: 6)

3.1.2. Sub-problem- Rehabilitation

Rehabilitation is the result of a process that combines the correction of offending behaviour, human development and the promotion of social responsibility and values. It is a desired outcome of processes that involve both the departmental responsibilities of Government and the social responsibilities of the nation. (White Paper on Corrections 2005:40).

Rehabilitation examine whether there are sufficient interventions (rehabilitation programmes) available for offenders to address their offending behavior and to enhance them to be self-sufficient.

The outcomes for this sub problem are as follows:

- Offenders have access to visitation, letters and telephones to stay in contact with their families
- Offenders have access to resource to stay abreast with current affairs
- Correctional centre infrastructure must be sufficient to provide for the number of offenders to attend rehabilitation programmes
- Offenders have access to sufficient/ adequate rehabilitation programmes
- Work Opportunities is, as far as practicable, provided to keep inmates active for a normal working day.

3.1.3. Sub-problem- Case Management

According to Healey (1999: 1), the roots of the case management approach became popular during 20th century social work. However, many researchers realize its impact as a service delivery method in the late 1960's.

Case management can be defined as a way of organising the movement of inmates through the correctional system (Luyt, 1999: 127). Enos and Southern (1996:26), however, link case management to the support network or helping network that was part of Western society's cultural history. Case management in South African correctional environment refers to the support the unit management staff and managers provides to offenders to ensure that their intervention are rendered timeously.

Case management examine whether there are sufficient monitoring tools available to ensure that these needs based interventions are rendered within the required time frame to ensure service delivery

The outcomes for this sub problem are as follows:

- Offenders have access to an effective internal complaints and requests procedure
- Dynamic security measures are complied with.
- The centre has sufficient staff available to render rehabilitation programmes to offenders
- The centre has sufficient staff available according Unit management principles to ensure Case Management Administration in the Units.
- The Case management Committee/ Unit managers has sufficient measures in place to ensure that the identified programmes according the CSP are rendered in due time
- Restriction of amenities as a result of a disciplinary process or otherwise is administered in a fair and equitable manner that does not adversely affect the dignity of Offender by the CMC

3.1.4. Sub-problem- Placement/ Integration

The placement/ integration of an offender start when the offender has served the stipulated minimum sentence period. The CMC is responsible for the preparation and consideration process of the offender for possible placement. The Case Management Committee only has recommendation functions on placement of offenders. Decision making functions of placement of offenders is the responsibility of the delegations depending on the length and severity of the crime. The delegates are the Head of Correctional Centre for Cases sentenced less than 24 months, Correctional Supervision and Parole Board for cases sentence more than two years. Dangerous and life sentences are referred back to court a quo. During the the process of consideration the department is subjected to the Promotion to Administrative Justice Act (Act 3 of 2000) and the Promotion to Access to Information Act (Act 2 of 2000). After placement has been approved the integration process begins. The objective of preparation for release and reintegration can be defined as follows:

- to ensure that offenders are successfully reintegrated into the community after release;
- to involve society in community-based correctional matters by encouraging them to provide employment and accommodation to needy offenders upon their release;
- to reduce the high rate of recidivism, that is, relapsing into crime;
- to offer material and financial assistance to needy offenders upon their release/placement on parole;
- to involve all sentenced offenders in pre-release programmes prior to their placement on parole or under correctional supervision;
- to ensure that appropriate support systems are in place before offenders are placed out on parole or released from prison
- to facilitate applications for temporary leave in respect of sentenced offenders as a means of reintegration, and
- To obtain the co-operation of employers with regard to employment of released offenders. (Department of Correctional Service: Preparation for release policy: 4: 3: 5)

The placement/ reintegration of offender examine whether offenders that are release/ reintegrated were subjected rehabilitation and development programmes according their need-based intervention plan that were compiled upon admission and what type of aftercare the department is providing to such offenders

The outcomes for this sub problem are as follows:

- Whether all offenders have correctly calculated release dates and that there is no offender in custody after the expired date of their sentence
- The Case Management Committee (CMC) provides the Head Correctional Centre/ Correctional Supervision and Parole Board with the required information to ensure that an informed decision is taken when considering the approval or denial of possible parole
- The Correctional Supervision and Parole Board must be administrate in accordance the requirements of the Promotion of Administrative Justice Act (PAJA) and Promotion to Access of Information Act (PAIA)
- The South Africa Police Service (SAPS) and the victim of crime must be offered the opportunity to provide inputs to the Correctional Supervision and Parole Board (CSPB) when the placement of offenders as specified by the Commissioner is considered.
- Every sentenced offender that are released/ placed out are participating in a pre-release programme
- Sentenced offenders are provided with material and financial support as prescribed by regulation when they are released.

3.1.5. Sub-problem- Human Resources

It is essential for the Department to optimally develop and align its organizational structures, organizational culture, human resource requirements, and partnerships with other relevant Government departments, with its

rehabilitation objectives. This will enable the Department to make a fundamental contribution to a new system of corrections in South Africa that, together with other government initiatives, will contribute to the ultimate goal of a crime-free and morally regenerated country. The transformation of corrections into a recognized and respected profession within South Africa will require a commitment to education and training of personnel combined with career-pathing. (White Paper on Corrections in South Africa 2005: 53)

The effective implementation of the offender rehabilitation path depends on various competencies. Human resources, development of officials and job performance plays crucial roles in the success of the rehabilitation process. The dissertation examine whether there Department of Correctional Service do have a strategy to address the areas mentioned above.

The outcomes for this sub problem are as follows:

- The Correctional centre has an appropriate retention strategy in place for the various categories of personnel required to deliver on the rehabilitation mandate.
- Personnel Development Plans (PDP) are developed all officials and measured accordingly.
- Adequate measures are in place to ensure effective monitoring of compliance and correctional staff is appropriately trained to ensure that these measures are fully implemented.

4. Significance of the study

The dissertation examines the current processes of rehabilitation in the Department of Correctional Service to identify areas of underperformance and to develop best practises in the offender rehabilitation path. The dissertation ensures:

- The effective involvement of management in Case Administration of Offenders
- That offenders are properly assessed to address the offending behaviour and to develop them to be self-sustainable upon release
- That offenders are promptly involve in rehabilitation programmes prior their consideration for placement
- That sufficient support services are rendered to offenders upon their release/ placement
- Proper guidelines to management for effective monitoring of the ORP for offenders
- Provide best practises case administration of offenders
- Provide guidance to Case officers, Case Management Supervisors, Unit Managers in terms of case administration of case files
- Provide guidelines to the Case Management Committee and Correctional Supervision and Parole Board for the successful reintegration of offenders back into society
- Identify training and shortage of staff and resources

5. Delimitations of the study

According to Silverman (2000:12), the main aim of delimitation is to reduce the research group or phenomenon. The intention of the dissertation is to focus on all categories of sentenced offenders. The centres are providing information according to their speciality. In terms of geographical demarcation, the dissertation was conducted within East London management area. The management areas have four centres which accommodate all categories of offenders. The offender categories per centre are as follows:

- Mdantsane and East London Medium C, for admissions and releases
- Medium B is only keeping short terms offenders. Remand detainees will not be utilized for the study since they are not part of the rehabilitation process.
- East London Maximum, medium C and Mdantsane for profiling and rendering of programmes

Table 2: Offenders sampling as per centre

Centre	Type of Offenders incarcerated
East London Medium A	<ul style="list-style-type: none"> • Maximum Classified Offenders • Medium Classified Offenders • Young Offenders Age between 21-24
Medium B	<ul style="list-style-type: none"> • Medium classified Offenders • Awaiting Trail Detainees
EL Medium C	<ul style="list-style-type: none"> • Female Maximum classified offenders • Female Medium classified offenders
Mdantsane	<ul style="list-style-type: none"> • Medium classified offenders • Maximum juvenile offenders Age 18-21

The intention of the study is also to involve the Case Management Committee and the Correctional Supervision and Parole Board for the investigation. The Case Management Committee of East London Maximum is a roving Case Management Committee and they will be measured in accordance of assessments, monitoring and release of offenders. The Correctional Supervision and Parole Board of East London Management area is also a

roving board and will be measured in accordance the release of offenders

6. Definition of terms

G 303	-	24 Hour risk assessment
G 303 A	-	Risk assessment
G 303 B	-	Security Classification tool
G 303 C	-	Profiling of offender
G 303 D	-	Correctional Sentence Plan
G 303 E	-	Correctional Sentence Plan Review Framework
CSPB	-	Correctional Supervision and Parole Board
G 326	-	Profile report
Parole	-	Conditional placement
A & R	-	Admission and release system
CMC	-	Case Management Committee
SAP 69 c	-	Previous convictions of offenders
SAP 62	-	Crime description of the offender
HCC	-	Head Correctional Centre
CSA	-	Correctional Service Act
CSP	-	Correctional Sentence Plan
CSPRF	-	Correctional Sentence Plan Review Framework
Parolee	-	Person subject to community sentence
G 365	-	Complain and Request Register
Case Load	-	Total Offenders in the category
SRAC	-	Sport, Recreation, Arts and Culture

7. Summary

The purpose of this dissertation is to add value to the existing knowledge on criminal justice systems, specifically correctional systems. The main aim of the dissertation is to examine or investigate the rehabilitation process that need to be followed to ensure that offenders are timeously subjected to rehabilitation and development programmes as specified as per their personnel development plan as it is currently applied in the Department of Correctional Services, with the objective to identify areas of underperformance and to develop best practises to improve service delivery. The research question is based on the following areas:

- Assessment
- Development of sentence plans
- Implementation of programmes in accordance with the sentence plan
- Monitoring progress in relation to the sentence plan
- Reassessment of offender/amendment of sentence plan, if necessary
- The reintegration of the offender back into society

The next chapter provide a more detail description on development and rehabilitation of offenders.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

Neser (1993:190) postulates that imprisonment is much more than social isolation. It is also the loss of freedom (McEleney & McEleney 2005:1; Neser 1989: 130) and the offenders experience some degree of pain because of that. The loss of freedom also limits choices because of the repressive environment (Consedine 1999:38). Constitutions and Human Rights Bills make provision for freedom of movement and association, which is severely restricted in a prison setting. The prisoner is exposed to negative influences and contamination (Cilliers 1988: 5)

This marriage of the “new penology” and “positivist criminology” resulted in the creation of the “rehabilitative ideal” a correctional paradigm that would reign supreme for nearly seven decades into the 20th century (Allen 1964).

This paradigm had several interrelated components:

- First, it embraced the belief that crime was caused by an array of psychological and social factors that, in a fashion unique to each individual, intersected to push a person to the other side of the law.
- Second and relatedly, the way to prevent future crime was to change the unique set of factors that drove each individual into crime.
- Third, the process of corrections should be organized to identify these crime-causing factors and to eliminate them. That is, the goal of the correctional system should be rehabilitation.
- Fourth, since each offender’s path into crime was different, the rehabilitation that was delivered had to be customized so that each offender was assessed on a case-by-case basis. That is, rehabilitation was to be individualized.
- Fifth, to provide individualized treatment, the state, through its agents in the correctional process, was to be invested with virtually unfettered discretion. (Cullen and Gendreau: 2000:117)

Rather than base sanctions on the nature of the crime committed, a vestige of the unscientific approach to crime embraced by the classical school of

criminology—sanctions would be directed to the individual needs and circumstances of offenders. Much like physicians do with those who are physically ill, correctional decision makers would use their expertise, rooted in the emerging social sciences, to diagnose and cure offenders. To do so effectively, they had to be trusted to exercise their discretionary decisions wisely and not coercively (Rothman 1980:117).

As Blumstein (1997, 353) observes, “the vacuum created by the trashing of rehabilitation was soon to be filled by the other two crime control approaches available to the criminal justice system—deterrence and incapacitation” (see also Macallair 1993; Zimring and Hawkins 1995). Again, a central issue is whether the abandonment of, or loss of faith in, rehabilitation as a goal of corrections was deserved—whether other, more punitive approaches should have superseded treatment as the guiding correctional philosophy. Is there reason to conclude that offender treatment should be a core function of the correctional enterprise? In this context, the main purpose of this dissertation is to assess the empirical status of correctional rehabilitation: Do correctional interventions reduce offender recidivism? (Cullen and Gendreau: 2000: 112)

2.2. Definition of topic or back ground discussion

The implementation of unit management was influenced by many developers in corrections, especially within the Federal Bureau of Prisons (Levinson, 1999:3; Coyle, 1994: 23). The formal establishment of unit management took place in 1966 at the National Training School for boys in Washington D.C. (Corrections Corporation of America, Undated: 3; Seiter, 2002:196). However, the first institution to fully implement unit management was the Robert F. Kennedy Youth Centre in Morgantown, West Virginia. This facility was architecturally designed according to a unit management concept. According to Levinson (1999:6), Roy Gerald was the first of warden of this institution. (Matshaba: 2011:89)

Unit management was also adopted by South Africa during 2005 with the

proclamation of the White paper on Corrections. The approach of Unit management is the desired method of correctional centre management and an effective method to facilitate rehabilitation. It must be the basis of all structuring and resourcing at the correctional centre level of the correctional system, as the concept of unit management is regarded as one of the key service delivery vehicles to transform the delivery of correctional services in South Africa. (White Paper on Corrections 2005:4)

Rehabilitation is the result of a process that combines the correction of offending behaviour, human development and the promotion of social responsibility and values. It is a desired outcome of processes that involve both the departmental responsibilities of Government and the social responsibilities of the nation. Offender rehabilitation approach has a huge input to the success of the new generation prisons. If the Department of Correctional Service can successfully address the offending behaviours of offenders and developed them to such an extent that they can be self-sufficient they will drastically reduce the recidivism rate in the department. (White Paper on Corrections 2005:4)

The Offender Rehabilitation Path (ORP) that combines the correction of offending behaviour, human development and the promotion of social responsibility and values in the Department of Correctional Service. The Offender rehabilitation path of Offenders starts when an offender is admitted until such time he is release by the Department of Correctional Services. (Policy Procedure on Unit Management, Department Correctional Services, 2006:3). The processes that offenders are subjected to as specified in the offender rehabilitation path after admission are as follows:

- Assessment
- Rehabilitation
- Placement/ reintegration

2.3. Assessment of offenders

Assessment is the process of gathering and discussing information from multiple and diverse sources in order to develop a deep understanding of what students/person know, understand, and can do with their knowledge as a result of their experiences; the process culminates when assessment results are used to improve subsequent learning. (University of Oregon, Teaching Effectiveness Program)

In practice, reliability is most likely to be achieved through structured assessment, and semi- structured interviews and questionnaires are now available which improve reliability to an acceptable extent (Perry, 1992; Reich, 1989; Widiger and Frances, 1987; Zimmerman, 1994) however reliable assessment of diagnostic categories has not resolved the issue of validity. This must be done against the background of a greater emphasis on human rights, visible and working treatment and development programmes, and greater efforts to reduce recidivism in a country where crime, while starting to stabilise and moderate somewhat, is still endemic (Herbig and Hesselink: 2012:29)

According to Davis, OASys, a system that are used by England and Wales to assess offenders and probationers, has been designed to assess how likely an offender is to be reconvicted; identify and classify offending related needs; assess risk to harm; assist with management of risk to harm others; link assessments, supervision plans and sentence plans; indicate any need for further specialist assessments; and measure how an offender changes during the period of supervision or sentence. There is also a self-assessment section in which offenders are given an opportunity to express their views and comments on how they see their lives. The instrument contains screening, full analysis and harm summary section. It also addresses risk in the following categories: harm to public, known adults, staff, other offenders, children and the offender himself or herself (suicide, self-harm etc.) and risk of escape or breach. (Evants: 2003: 65; 4)

The time has arrived to look into offender assessment as a basis for the treatment of offenders, specifically on a personal level (Luyt: 1999: 135.) The White Paper on Corrections in South Africa (2005: 61) states that in order to deliver effectively on its core business, the Department has adopted a needs-based approach to rehabilitation. Needs-based interventions are types of interventions that specifically balance the causal factors with the unique offence profile of the individual offender. The aim of profile-based rehabilitation is to influence the offender to adopt a positive and appropriate norms and value system, alternative social interaction options, and to develop life, social and vocational skills which will equip the offender to function effectively without having to return to crime. Subsequently the department did developed 8 assessment tools to assess offender to ensure that their needs are identified. (Case Management Committee Training Manual: Directorate: Corrections 2011:8) These forms are as follows;

- Admission Risk and Need Classification (G 303)
- Comprehensive need and risk Assessment (G 303 A)
- Admission Security Risk Classification (G 303 B)
- Offender profile (G 303 C)
- Correctional Sentence Plan (G 303 D)
- Correctional Sentence Plan Revision Framework (G 303 E)
- Pre placement assessment tool (G 303 G)
- Reclassification tool (G 303 H/I)

The dissertation examine whether the department has sufficient structures in place to ensure that offenders' sentences are correctly administrated, assessments, need-based interventions are identified timeously and the resources available to ensure service delivery. The outcome that is measured is as follows:

- Rights of offenders
- Sentence administration
- Security risk assessment

- Orientation and induction of offenders
- Comprehensive risk assessment and compilation of the Correctional Sentence plan

2.3.1 Rights of Offenders

In terms of Correctional Service Act (Act 111 of 1998: 6) states that each offender that are admitted in a correctional facility must be promptly informed of their her right to consult with with a legal practitioner or have a legal practitioner assigned to them by the state. Offender must acknowledge these rights in writing.

The dissertation examine whether all offenders that are admitted in correctional facilities are subjected to requirement stipulated that they are promptly inform about their their rights.

2.3.2 Sentence administration

The sentence administration of offenders is a very crucial part of Correctional Services whereby it ensures that sound administrative processes are finalized within time. The available SAP 69 (previous convictions), SAP 62 (crime description) and sentence remarks for offenders sentenced more than 5 years becomes very crucial factor when offenders are assessed because they explained the nature and intention around how the crime was committed.

The Correctional Service B- Order (1:5) indicates that the record of previous convictions of every sentenced prisoner must be verified on admission, during transfers as well as every time such a prisoner appears before the Case Management Committee and the Parole Board to ensure that their information is correctly recorded. If information such as his previous convictions is not available during assessment the profiling of the offender will be incorrect.

The dissertation examines whether the above mentioned documents are available when offenders are subjected to assessment. The dissertation also looks into what procedural guidelines exist to obtain such documents.

2.3.3 Admission risk classification

Prisoners experience guilt (Neser 1993:192; Zehr 1990: 49-50) and the self-image is negatively affected. (Tonry & Petersilia 1999:283, 288) states that some resort to suicide, especially those with very long sentences. The response of offenders on these hardships differs according to their individual coping mechanisms, or lack thereof. Offenders might resort to self-harm, or become aggressive or even develop some form of mental illness (Wright 2003:4). Researcher understands that prison suicide is a complex issue, which needs to be researched especially in the South African context (Liebling 1999:326-333).

The Correctional Service Act (Act 111 of 1998: 6.5) states that as soon as possible after admission, every offender must be subjected to a security risk classification to determine his/her risk. When an offender is admitted in correctional facilities he must be subjected to two forms assessments within 24 hours after admission.

Firstly, after admission the Admission Risks and Needs Assessment (G 303) this must be conducted within 6 hours after admission. All offenders are subjected to this assessment. The Case Assessment Officer, Education-, Social work-and health care section are responsible to conduct the assessment. (Case Management Committee Training Manual: Directorate: Corrections 2011:8) They must assess each individual offender on;

- Health status/ Mental health status
- Suicide risk/ Vulnerability
- Criminological assessment
- Security risk

The assessment ensures that all offenders that are admitted in correctional centre are assessed for possible risk within 6 hours after admission. The risk refers to e.g. Health risk which will determine whether the offenders are on any form of treatment and whether they is not suffering from any disease that might put the centre at risk, or the offender are an suicide risk that needs social or psychological assistance.

Secondly, is the Admission Security Risk Classification Tool (G 303 B) which must be conducted within 24 hours after admission? All offenders must be subjected to the Security Risk Classification. (Case Management Committee Training Manual: Directorate: Corrections 2011:8). The assessment is categorized as follows:

- Crime Category (Severity of Current Conviction) (Annexure A) (Warrant)
- Effective length of current sentence (Warrant)
- Offence History (Number of previous convictions) (SAP 69)
- Current multiple offences (Number / Counts) (Warrant)
- Current multiple offences (Categorization)(Attached Annexure)
- Time lapse between current offence (s) and previous convictions (SAP 69)
- History of violence (Prior conviction(s) for violent offence(s) within last 5 years) (SAP 69)
- Escape history (SAP 69)
- Age at admission on current sentence
- Motive / Circumstances under which crime was committed (Annexure B)
- Crime committed in gangs context / Crime syndicate or with accomplices (SAPS 62)
- Number of Victims (Human) (SAPS 62)

The SAPS 62 and SAP 69 should be obtained within the period of one month after admission and the offender should be reclassified with this tool for proper placement. The SAPS 62 and SAP 69 play a crucial role in the

sense that they have a big influence on the outcome of this assessment. The assessment is conducted on a point system where offenders are allocated points on the mentioned categories. The points are then accumulated to determine his classification. If the points are between 12-28 offender is a minimum classified offenders, 29- 47 medium classified offender, and 48 and above is a maximum classified offender. The offenders are kept according their classification.

The dissertation examine whether these assessments are conducted as per prescribed and within the required time frame. The quality of the assessment is also subject to examination base on the competency level of the Case Assessment Officer and the environment where such assessment is conducted.

2.3.4 Orientation and induction of offenders

It implies that offenders have to be safe even in their cells – that vulnerable offenders will not be victimized or assaulted (Van Zyl Smith 2005:21) Unfortunately some researchers have found that vulnerable offenders are not always protected from harm (Gear & Ngubeni 2002: 16, 18, 21; Steinberg 2004). Steinberg further postulates that gangs pressurize vulnerable offenders to do certain things and that it is the responsibility of government to protect these vulnerable offenders.

When new offenders are admitted in correctional centre and they were not subjected to an orientation and induction programme they will be expose to various forms of risks. First time offenders are openly being victimized by harden criminal and because of the insecurity and their fears they seek support which they get from gangs. The moment the offender has join the gangsters it will be difficult for the department to achieve the objective of rehabilitation.

The orientation and induction process of offenders as mentioned in Correctional Services Act (Act 111 of 1998: 6) indicates that all new admissions must be provided with written information about the rules and

regulations of the centre and should he/she cannot read or write these rules must be explained verbally to them. The act also specifies that the offenders must acknowledge and confirmed the information in writing.

The dissertation examines whether offender are formally orientated upon admission about the correctional centre. The dissertation also examine what orientation and induction programmes are available to offenders during admission and how they acknowledgement to such information.

2.3.5 Comprehensive Risk Assessment of Offenders

Accurate and relevant assessment of criminogenic risk factors is not only connected to the major outcomes of meta-analyses, but forms the foundation for treatment-planning and decision-making pertaining to risk and safety, and ultimately abstinence from aberrant behaviour. (Herbig and Hesselink: 2012: 29)

Assessment should be the first step in the development itinerary of an inmate, and the needs of the offender should be harmonised with the necessary resources to ensure maximum support (Holtzhausen: 2012.)

The White Paper on Corrections in South Africa 2005: 61) states that in order to deliver effectively on its core business, the Department has adopted a needs-based approach to rehabilitation. Needs-based interventions are types of interventions that specifically balance the causal factors with the unique offence profile of the individual offender. The aim of profile-based rehabilitation is to influence the offender to adopt a positive and appropriate norms and value system, alternative social interaction options, and to develop life, social and vocational skills which will equip the offender to function effectively without having to return to crime.

The department had developed three assessment tools to identify need based interventions for offenders. The assessment tools are as follows:

Firstly, is the Comprehensive risks and needs assessment tool (G 303 A) which must be conducted within 21 days after admissions. This assessment is only relevant to an offender that is serving a sentence of 2 years and more. The Case Assessment Officer is responsible to conduct the assessment. The assessment is a comprehensive assessment on the offender rehabilitation and development needs. (Case Management Committee Training Manual: Directorate: Corrections 2011:8) The needs are categorized as follows:

- Section A: Crime & Criminality
- Section B: Education, Sports, Recreation & Employment
- Section C: Spiritual Care, Social & Emotional Well being
- Section D: Security
- Section E: Summary of Risks and Needs
- Section F: Signature and Confirmation

After the assessment is completed the assessment must be signed off by both the Case Assessment Officer and the Offender. Once the assessment has been finalized the Case Assessment Officer (CAO) should have sufficient information available to profile the offender.

The Offender Profile (G 303 C) is compiled after the G 303 A is finalized. (Case Management Committee Training Manual: Directorate: Corrections 2011:8) Case Assessment Officer (CAO) must then profile each and every offender with a sentence longer than 24 months. Data from Admission Risk Assessment, In-depth Assessment, and Security Risk Classification is incorporated in offender profile profile entails offender needs, risks, interventions and programmes. The data is then placed on the Correctional Sentence plan by the Case Assessment Officer.

Thirdly, once the profiling has been conducted the Case Assessment Officer can then submit it to the Case Management Committee (CMC) to draft the Correctional Sentence Plan (CSP) of the offender. The Correctional Sentence Plan is draft for all offenders sentence to 2 years and above. The Correctional Sentence Plan of an offender specifies the needs

in terms of the following categories:

- security classification for purposes of safe custody;
- health needs;
- educational needs;
- social and psychological needs;
- religious needs;
- specific development programme needs;
- work allocation;
- allocation to a specific prison; and
- Needs regarding reintegration into the community.

The Correctional Sentence Plan must be compiled by the CMC Chairperson and the Offender must be present when such plan is compiled. (Case Management Committee Training Manual: Directorate: Corrections 2011:8)

The offender must also endorse that he understand the development plan and the chairperson must then approved such plan. The plan outlines as to what and when identified programmes must be rendered to an offender.

The dissertation examines whether the assessment tools as mentioned above are in place and whether these tools do provide the necessary information to justify need base intervention. The dissertation also examines whether all offenders do have Correctional Sentence Plan which is entitled to one and whether the identified programmes are rendered to offenders. The dissertation also look into how many rehabilitation and development programmes the Department have to rehabilitate offenders. The human resource factor is also being taken into account in terms of ratios.

2.3.6 Proposition on assessment of offenders

The theme, assessment, as part of the research question examines:

- Whether all offenders that are admitted in correctional facilities are subjected to requirement stipulated that they are promptly inform about their their rights.

- Whether the SAPS 69 and SAP 62 are available when offenders are assessment. The dissertation also looks into what procedural guidelines exist to obtain such documents.
- Whether these assessments are conducted as per prescribed and within the required time frame. The quality of the assessment is also subject to examination base on the competency level of the Case Assessment Officer and the environment where such assessment is conducted.
- Whether offenders are formally orientated upon admission about the correctional centre. The dissertation also examine what orientation and induction programmes are available to offenders during admission and how they acknowledgement to such information
- Whether the assessment tools as mentioned above are in place and whether these tools do provide the necessary information to justify need base intervention. The dissertation also examines whether all offenders do have Correctional Sentence Plan which is entitled to one and whether identified programmes are rendered to offenders. The dissertation also look into how many rehabilitation and development programmes the Department have to rehabilitate offenders. The human resource factor is also being taken into account in terms of ratios.

2.4. Rehabilitation of Offenders

In the Gladstone Report (1895:4- 93) the committee was a significant step towards the development of rehabilitation occurred with the report from the departmental committee on prisons in 1895, known as the Gladstone report. The committee was a response to widespread concern about prison administration and conditions, but the members decided to extend their brief to discover whether any and what better system and methods of treatment could be adopted (Para. 4). The report does not use the term rehabilitation.

It refers to 'treatment' in the general sense of how prisoners were treated in the context of prison conditions at the time, and to reformation, which it concludes 'Is quite impracticable in prison' (Para 25) and that, the present system, while admirable for coercion and repression, is excessively deficient on the reformatory side'. (Robinson and Crow: 2009:37)

South Africa has one of the highest crime and recidivism rates in the world. Although widely accepted that crime is a complex and multi-nodal social phenomenon, it is indubitably causally linked to South Africa's historical and current socio-political circumstances, poverty and unemployment, as well as the ineffective rehabilitation and treatment of offenders. (Herbig and Hesselink: 2012: 29)

Successful rehabilitation depends not only on the type of treatment offered, but also on the conditions under which it is delivered. The available evidence suggests that, on average, programs delivered in community settings produce better outcomes than those delivered in institutions. Issues of organisational resistance and staff motivation may need to be addressed before implementing programs in prisons. (Howells and Day: 1999: 4)

Many definitions of "rehabilitation" abound (Gibbons 1999, 274; Sechrest, White, and Brown 1979, 20–21), but they tend to coalesce around three issues:

- The intervention is planned or explicitly undertaken, not chance or unwitting occurrence;
- The intervention targets for change some aspect about the offender that is thought to cause the offender's criminality, such as his or her attitudes, cognitive processes, personality or mental health, social relationships to others, educational and vocational skills, and employment; and
- The intervention is intended to make the offender less likely to break the law in the future—that is, it reduces "recidivism." We should note that rehabilitation does not include interventions that seek to repress criminal involvement through specific deterrence—that is, use

punishment to make offenders too fearful of sanctions to recidivist.
(Cullen and Gendreau: 2000:116)

Rehabilitation examines whether there are sufficient interventions (rehabilitation and development programmes) available for offenders to address the offending behavior and to enhance them to be self-sufficient. The outcomes for this sub problem are as follows:

- Offenders have access to visitation, letters and telephones to stay in contact with the families (support system)
- Offenders have access to resource to stay abreast with current affairs
- Correctional centre infrastructure must be sufficient to provide for the number of offenders to attend rehabilitation programmes
- Offenders have access to sufficient/ adequate rehabilitation programmes
- Work Opportunities is, as far as practicable, provided to keep inmates active for a normal working day.

2.4.1 Support Systems for offenders

In the Gladstone Report (1895:4- 93) the report also stressed the importance of links between the outside world, by extending visits and communications (Para's. 32-3), and by what happened after prison. (Robinson and Crow: 2009:37)

Maintaining family ties while incarcerated and establishing favourable family situations upon release are essential for positive re-entry and reduced recidivism (Wright & Wright, 1994: 21). Case work approaches (Lipsey, 1990: 55), educational remediation (Brunner, 1993: 45; Yurek & Giacobbe, 1989:163- 174), and intervention models outside the formal juvenile system produced lower recidivism rates have also resulted in reduced rates of recidivism (Davidson, Redner, Blakely, Mitchell, & Emshoff, 1987:68 75)

The most obvious concern is that the effects of imprisonment damage the human and social capital of those who are incarcerated, their families, and

the communities, including the detrimental impact of imprisoning parents on their children” (Hagan & Dinwitzer 1999:122). Steinberg (2004: 73, 74)

The support system of an offender plays a crucial part in the rehabilitation process of an offender. The family ties offenders are a good support system to motivate offenders to participate in rehabilitation programmes. Good family ties encourage offenders to change their minds to a more corrective approach. Positive support system also assist when offenders must be reintegrated back into society because if the support system was good prior it will be much easier upon release for the family to accept the offender. Therefore it is essential for the department of correctional service to ensure that offenders are on a regular basis in contact with their family.

Department of Correctional Service B- Order (16: 2.1) and Correctional Services Act (Act 111 of 1998: 22) outlines the amenities programmes of offenders. Amenities for offenders are divided into 2 groups, Primary amenities which address the individual in terms of privilege groups A, B, C and Secondary Amenities which deals with the privilege of group e.g. maximum offenders, medium offender. Primary amenities are those amenities which are aimed at the retention/maintenance/furthering of family ties in order to, inter alia, facilitate the re-integration into the community. The centre is responsible to ensure that these amenities are given to offenders in a controlled manner without posing any security risk to offenders. The amenities determine as to how many visits, telephone calls offenders are entitled to base of the privilege and classification category.

The dissertation examines whether offenders are subjected to the amenities as specified by the order and whether they actually receiving the amenities as prescribed to ensure that they have regular contact with their families. The dissertation examines whether correctional facilities have sufficient areas available to allow offenders to receive visits, legal visits and make telephone calls. It also looks into whether offenders are allowed to write letters to their next of kin what records are in place.

2.4.2 Access to information on current affairs

The Gladstone report (1895:4- 93) also stressed the importance of links between the outside worlds. The Correctional Service Act (Act 111 of 1998: 18) indicates that every offender must be allowed access to available reading material of choice, unless such material constitutes a security risk or is not conducive to rehabilitation. Department of Correctional Service B-Order (5.3.1) states further that offender may receive newspaper when they are subscribing for it.

Information which is educational can only contribute positively to a person. For offender to stay abreast on current affairs can assist the Department in ensuring that offender are successfully integrated upon their release because information on current affairs keep the offender up to date of what is going on in the world. The availability of information can also motivate offenders to change their life style, motivate them to change the way of doing things. It is also important that the information that will be made available to offenders must be sensor, because if it poses a security risk to the Department or any other person it must be prohibited because then it is not educational.

The dissertation examines whether there is any resource available to offenders to ensure that they are kept up to date on current affairs. The dissertation also examines what educational material is available to offenders and whether the department provide newspapers and magazine to offenders.

2.4.3 Rehabilitation and development programmes for offenders

Regular attendance and success at school have been closely associated to Recidivism reduced rates of recidivism (Leschied, Coolman, Jaffe, & Sas, 1986: 1, 19- 24)

Anecdotal evidence suggests that offenders are often apportioned the blame for reoffending and written off as incorrigible, without any real

reflection on the efficiency and/or relevance of the prison programmes to which they were subjected to begin with. The South African corrections, remedial and counselling programme is, although far from being faultless, a progressive and directed endeavour, focusing on the successful rehabilitation and reintegration of offenders through the application of holistic and comprehensive counselling initiatives within a containment approach. Although faced with intrinsic challenges that make many endeavours temporal and, therefore, somewhat aspirational instead of achievable, the South African DCS aims to entrench its role as a leader in the field of African behaviour modification and rehabilitation. (Herbig and Hesselink: 2012: 29)

Training programmes are sometimes compromised because of the dangerous prison environment as experienced by some civil society organizations presenting programmes in prisons (Henkeman 2002: 65).

Development which is one of the key service delivery areas mentioned above addresses the rendering of rehabilitation programmes to offenders. Development refers to all those services aimed at the development of competency through the provision of social development and consciousness, vocational and technical training, recreation, sports and opportunities for education that will enable offenders to easily reintegrate into communities and function as productive citizens.

The dissertation examines whether the department of Correctional Service do have rehabilitation and development programmes available for offenders and as to whether the offenders attending the programmes.

2.4.4 Work opportunities for offenders

Reintegration of offenders could only be successful if they are assisted to find jobs and become self-sufficient. Researchers have noted the association between the high rate of unemployment and the increase in the prison population (Cilliers 1993: 22).

Work opportunities for offenders also play an integral part in the rehabilitation of offenders. Work opportunities for part of the development of offenders. However when offenders are utilized for labour the Department must ensure that such labour must be able to transfer a skill to the offender. Labour utilization in the Department of Correctional Services is classed as unskilled, semi-skilled and skilled labour.

The dissertation examines what work opportunities are available within correctional centre and what advantage such work opportunities is given to offenders. The dissertation also examines what work opportunities the Department is providing which can assist offenders to be self-sufficient upon release.

2.4.5 Proposition on rehabilitation of offenders

The theme, Rehabilitation, as part of the research question examines:

- Whether offenders are subjected to the amenities as specified by the order and whether they actually receiving the amenities as prescribed to ensure that they have regular contact with their families.
- Whether correctional facilities have sufficient areas available to allow offenders to receive visits, legal visits and make telephone calls. It also looks into whether offenders are allowed to write letters to their next of kin what records are in place.
- Whether there is any resource available to offenders to ensure that they are kept up to date on current affairs. The dissertation also examines what educational material is available to offenders and whether the department provide newspapers and magazine to offenders.
- Whether the department of Correctional Service do have rehabilitation and development programmes available for offenders and as to whether the offenders attending the programmes

- What work opportunities are available within correctional centre and what advantage such work opportunities is given to offenders. The dissertation also examines what work opportunities the Department is providing which can assist offenders to be self-sufficient upon release.

2.5. Case Management

During the 1980's the term "case management" began to appear in clinical and counseling literature (Enos & Southern, 1996: 23). According to Luyt (Bruyns, Jonker & Luyt, 2000: 77; Luyt, 1999: 135) the purpose of case management is to co-ordinate and direct all the relevant activities related to the management of an offender's sentence. Luyt (1999: 127) stated that case management is a method of organising the advancement of an offender through the correctional system during his or her period of incarceration. This process, inter alia allows the offender's interaction with other offenders and with officials to be documented in the offender's case file. According to Luyt (1999: 128) case management is an on-going process of staff involvement to facilitate the desired change in offenders in order to improve security and to reduce recidivism. According to Luyt (1999: 127), case management is a way of organising the movement of the offender through the correctional system. This will mean that the research may be able to contribute to individual crime prevention and general crime prevention.

The purpose of case management is to ensure that all identified interventions as per Correctional Sentence Plan is rendered within the required time frame. Case management must ensure the consistency and continuity of the rehabilitation process of offenders by officials. The Correctional Sentence Plan (G 303 D) and the Correctional Sentence Plan Review Framework (G 303 E) are relevant monitoring tools that the Department of Correctional Service have available to ensure that intervention are rendered timeously.

The right of every inmate to personal integrity and privacy is subject to the limitations reasonably necessary to ensure the security of the community, the safety of correctional officials and the safe custody of all inmates. (Correctional Service Act, Act 111 of 1998: 26)

In order to achieve the objectives referred to above the Centre management must ensure the following:

- Offenders have the opportunity to raised complaints and request on a regular basis
- Offenders are subjected to discipline if the disturb the good order of the Centre
- Offenders receive incentives for good behaviour
- The management must also ensure that they kept reliable data basis to security related incidents to identify trends and risk timeously and compile a prevention strategy accordingly.

In ensuring the above mentioned objectives the Department of Correctional Services create a conducive environment that is suitable for rehabilitation.

Case management examines whether there are sufficient monitoring tools available to ensure that these needs based interventions are rendered within the required time frame to ensure service delivery. The outcomes for this sub problem are as follows:

- Offenders have access to an effective internal complaints and requests procedure
- Dynamic security measures are complied with.
- Restriction of amenities as a result of a disciplinary process or otherwise is administered in a fair and equitable manner that does not adversely affect the dignity of Offender by the CMC
- The Case management Committee/ Unit managers has sufficient measures in place to ensure that the identified programmes according the CSP are rendered in due time

2.5.1. Complaints and requests for offenders

The Every inmate must, on admission and on a daily basis, be given the opportunity of making complaints or requests to the Head of the Correctional Centre or a correctional official authorised to represent such Head of the Correctional Centre. (Correctional Service Act, Act 111 of 1998: 21) The complaints must be recorded in the G 365 register and must be dealt with within 7 days. The complaints and request registered in the register must furthermore be captured on the Admission and release system of the Department.

The prompt handling and recording and of complaint and request of offenders ensure that the Centre have a prison population that are cooperative. The recoding of complaints and request especially on security incidents will also give the management the opportunity to “red flag” possible risk areas.

The dissertation examines whether offender are provided the opportunity to register complaints and requested and within what timeframe as these complaints and requests dealt with.

2.5.2. Dynamic Security measures

It implies that offenders have to be safe even in their cells – vulnerable offenders will not be victimized or assaulted (Van Zyl Smith 2005:21) Unfortunately some researchers have found that vulnerable offenders are not always protected from harm (Gear & Ngubeni 2002: 16, 18, 21; Steinberg 2004). Steinberg further postulates that gangs pressurize vulnerable offenders to do certain things and that it is the responsibility of government to protect these vulnerable offenders.

Violence in prison could be the result of overcrowding, higher stress levels, lack of individual attention, disciplinary problems, frustration and aggression

(Luyt 1999:25; Dissel & Kollapen 2002:95; Dissel & Ellis 2002:9). Dissel (2002:10) and Umbrecht (1985: 64) postulate that gangs have a detrimental effect on the management of prisons and that it contributes to the lack of safety inside prisons. The United States of America imposed much stricter laws for drug related crimes that was also supposed to be a deterrent. However, it brought about an increase in the prison population. The more people from different backgrounds are cramped in the available space, the more risks it poses for safety and security of officials and prisoners (Bottoms 1999:205-281).

The safety of inmates compels the Department to effectively deal with the issue of gangs in correctional centres. Gangs have been a feature of the South African correctional system over the past century. Along with the presence of gangs is a level of correctional centre violence that violates the safety of other inmates. It manifests in many ways, such as:

- gang supported fights;
- assault and murder;
- forced sexual activity or rape;
- intimidation and coerced favours; and
- Complicity of or the turning of a blind eye by correctional officials in relation to these activities

The pervasive manner in which prison gangs assert control over the management of correctional centres requires an anti-prison gang strategy to be adopted by correctional management. (White Paper on Corrections: 1995:76)

The management of security incidents in correctional centre is imperative if the Department of Correctional Service want to succeed in their endeavours to rehabilitate offenders. The occurrence of security incidents, e.g. assaults, can compromise rehabilitation of offenders because the offenders will not feel safe and secure. Gangs in Department of Correctional Service are seen as the biggest stumbling block to effective rehabilitation of offenders. Proper classification of offenders places a vital role in Correctional Centre to

prevent gang operations. The management of these security incidents should be a priority in a correctional centre because failure to do so will result in offenders are exposed to risk and violence. It is important to have a conducive environment, which is friendly and safe, when facilitating rehabilitation.

The dissertation examines the security related incidents that take place within correctional centres and what preventative strategies are in place to prevent reoccurrence of such events. The dissertation also monitors the gang operations in correctional centre and the prevention strategies that are in place.

2.5.3. *Restriction of amenities for offenders*

The focus on rehabilitation as the desired outcome of service delivery in Correctional Services does not negate the mandate of the Department to:

- Provide security to the public from those offenders who constitute a threat to their safety;
- Provide safety to inmates who are inside correctional centres; and
- Ensure compliance with security provisions of parole and probation orders.

A comprehensive security strategy is a prerequisite for correction & rehabilitation. (White Paper on Corrections: 1995:73)

Security which form part of the key delivery objectives of the department in term of rehabilitation of offenders must ensure that there is provision of safe and healthy conditions which is consistent with human dignity for all persons under its care. The management tools that the department of correctional service has available to ensure that offender's good behaviour is maintained are as follows:

- Amenities for offenders
- Discipline of offenders
- Segregation of offenders

The Department must seek to provide amenities which will create an environment in which sentenced offenders will be able to live with dignity and develop the ability to lead a socially responsible and crime-free life. (Correctional Services Act: Act 111 of 1998: 37:2) Discipline and order must be maintained with firmness but in no greater measure than is necessary for security purposes and good order in prison. (Correctional Services Act: Act 111 of 1998: 22:1)

The objective of the amenities programme is primarily to encourage prisoners towards good behaviour, to instil a sense of responsibility in them and to ensure their interest and co-operation in the integration into (detention and treatment) programmes. The judicious, fair and consistent operation of the amenities programme is an important aid in the hands of the Head Correctional Centre to regulate the behaviour of prisoners and to ensure a satisfied and orderly prison community. It should always be borne in mind that maximum strengthening of behaviour is established if the depriving or award of amenities occurs immediately after the offence/ deserving action.

The amenities package is divided into two main groups of amenities, namely individual and group amenities:

- Individual amenities are subdivided into amenities groups A, B and C as well as primary and secondary amenities.
- Primary amenities are those amenities which are aimed at the retention/maintenance/furthering of family ties in order to, inter alia, facilitate the re-integration into the community.
- Secondary amenities are those amenities which are aimed at leisure time activities (for instance participation in sports, television, etc.) which are not classified as primary amenities.

Group amenities (regarded as secondary amenities) include musical and radio programmes broadcast from a central master set, musical instruments (property of the recreation committee), showing of films, videos and television, sports and games (indoor and outdoor) recreational meetings, concerts and choirs. (Department of Correctional Service: B- Order:

Chapter 16: 2.1)

Segregation of an inmate for a period of time, which may be for part of or the whole day and which may include detention in a single cell, other than normal accommodation in a single cell as contemplated in Department Correctional Service Act (Act 111 of 1998: 7), is permissible –

- Upon the written request of an inmate;
- to give effect to the penalty of the restriction of amenities imposed in terms of section 24(3)(c), 5(c) or 5(d) to the extent necessary to achieve this objective;
- If such detention is prescribed by the correctional medical practitioner on medical grounds;
- When an inmate displays violence or is threatened with violence;
- If an inmate has been recaptured after escape and there is a reasonable suspicion that such inmate will again escape or attempt to escape; and
- If at the request of the South African Police Service, the Head of the Correctional Centre considers that it is in the interests of the administration of justice. (Correctional Services Act: Act 111 of 1998: 30:1)

The amenities given to offenders are subjected to their good behaviour if they fail to adhere to the rules and regulation of the centre their amenities can be restricted. The individual amenities for offenders are given based on groups, A-, B-, and C- groups, of which A- group offenders receive more benefits compare to C- group offenders. Should offenders transgress the good order of the centre he will be subjected to disciplinary procedures which can have an impact on his/ her amenities? Offenders that transgressed and found guilty of such transgression can also be segregated to give effect to the sanction.

The dissertation examines whether offenders that transgressed are actually discipline to ensure the good order of the facility and what processes are followed to discipline offenders. The dissertation also examine whether offenders that are segregated are segregated according the prescribed

policy procedures and whether there is provision for various categories of segregation.

2.5.4. Management of the CSP

The challenge for the Department is to find the correct balance and form in adequately and comprehensively applying the elements of the six key service delivery areas when addressing the unique needs of every single offender. The White Paper recommends that the Department should develop an individualized Correctional Sentence Plan that will take the specific correctional setting into account. Such a sentence-plan will be based on the total needs of the specific offender. These needs are:

- needs in terms of correcting offending behaviour (Corrections plan);
- security needs taking into account the human rights of the individual (Security plan);
- needs in terms of the physical and emotional well-being of the offender (Care plan);
- education and training needs (Development plan);
- needs in terms of allocated physical accommodation (Facilities plan); and
- Needs in terms of the support required for the successful social reintegration of the offender (After-Care plan). (White Paper on Corrections: 1995:64)

The G 303 D is only compiled when all the assessments has been finalized. The Correctional Sentence Plan must be compiled within 21 days after admission for all offenders sentence for 2 years and above. The Correctional Sentence Plan is compiled during a Case Management Committee sitting where the offender is present. The Case Management Committee chairperson must inform the offender about the intent intervention identified for him and he/ she must acknowledges it in writing. The Correctional Sentence Plan outline the individual offender's intervention in terms of: (Case Management Committee Training Manual: Directorate: Corrections 2011:8)

- Section A: Crime & Criminality
- Section B: Education, Sports, Recreation & Employment
- Section C: Spiritual Care, Social & Emotional Well being
- Section D: Security
- Section E: Summary of Risks and Needs
- Section F: Signature and Confirmation

To monitor the Correctional Sentence Plan interventions, the Department developed a (G 303 E), Correctional Sentence Plan Review Framework. The Correctional Sentence Plan Review Framework (CSPRF) must be monitored by the Unit manager and the Case Management Committee chairperson. The G 303 E is done on a 3, 6, and 12 months intervals depending on the length of sentence. The G 303 E is only used for offenders serving a sentence of 2 years and above. The purpose of conducting the review is to measure the progress on the offender's intervention and to make amendments when required. The Correctional Sentence Plan Review Framework layout is exactly as the Correctional Sentence Plan, the only difference is that it makes provision to indicate the status of the interventions due to an offender. The Correctional Sentence Plan Review Framework sitting is conducted by the Unit Manager where the offender and his case officer are present. After the sitting the offender is informed about the outcome and outcome is referred to the Case management Management Committee for amendments if required to the Correctional Sentence Plan. (Case Management Committee Training Manual: Directorate: Corrections 2011:8)

The dissertation examines whether rehabilitation programmes are properly recorded in the Correctional sentence plan and whether such programmes are rendered accordingly. The dissertation also examine whether the Correctional Sentence Plan is reviewed on the required interval as specified in the Correctional Sentence Plan Review Framework.

2.5.5. Proposition on the Case Management of the ORP

The theme, Case Management, as part of the research question examines:

- Whether offenders are provided the opportunity to register complaints, requested, and within what timeframe as these complaints and requests dealt with.
- The security related incidents that take place within correctional centres and what preventative strategies are in place to prevent reoccurrence of such events. The dissertation also monitors the gang operations in correctional centre and the prevention strategies that are in place.
- Whether offenders that transgressed are actually discipline to ensure the good order of the facility and what processes are followed to discipline offenders.
- Whether offenders that are segregated are segregated according the prescribed policy procedures and whether there is provision for various categories of segregation.
- Whether rehabilitation programmes are properly recorded in the Correctional sentence plan and whether such programmes are rendered accordingly.
- Whether the Correctional Sentence Plan is reviewed on the required interval as specified in the Correctional Sentence Plan Review Framework

2.6. The placement/ reintegration of Offenders

The importance that recidivism once had in evaluating the performance of corrections is now being taken up by measures of system functioning.

Heydebrand and Seron (1990: 190- 194) have noted a tendency in courts and other social agencies toward decoupling performance evaluation from external social objectives. Instead of social norms like the elimination of crime, reintegration into the community, or public safety, institutions begin to measure their own outputs as indicators of performance. Thus, courts may look at docket flow. Similarly, parole agencies may shift evaluations of performance to, say; the time elapsed between arrests and due process hearings. In much the same way, many schools have come to focus on standardized test performance rather than on reading or mathematics, and some have begun to see teaching itself as the process of teaching students how to take such tests (Heydebrand and Seron, 1990:190-194; Lipsky, 1980:4-53). Nielsen, Muntingh and Prinsloo speculate that the rate of re-offending is as high as 55-95%. The success of the functioning of the Correctional Supervision and Parole Board (CSPB) can also be measured in the same instance to determine their success rate. The recidivism rate is an excellent measuring tool that can be used to monitor the success rate of the department in terms of rehabilitations and placement of offenders.

When the Correctional System and the community fail to assist an offender to successfully reintegrate into society, that offender becomes a risk for re-offending/repeat offending (Van Ness and Strong 2006:102-112). Re-offending is not only a problem in South Africa, but is recognized to be an international phenomenon (Largan and Levin 2002:1; Prinsloo 1995:10; Venter 1987:186; Gould 1979:427). Higher reoffending rates could be due to higher prison numbers, higher parole releases and thus so many more parole violators. The high unemployment rate makes it difficult for ordinary law-abiding citizens to find employment and it is even worse for someone with a criminal record (Gould 1979:430-431). Support systems have to be in place in the form of family members, prospective employers and society in

general, who are willing to give ex-offenders a chance to make a contribution to society (Van Ness and Strong 2006:113).

Moral regeneration is in line with Hippchen's (1979:418) ideas that prison should correct offending behaviour and successfully reintegrate offenders. But most importantly, primary prevention is needed to address those factors in society that lead the youth to become involved in crime, but also to in the words of Hahn (1998: 133) "restore the fabric of the community". Re-offending is estimated at 65 – 94% (Dissel & Ellis 2002:5; Adams 2004:2).

Reoffending or recidivism is a global challenge that all the countries is struggling with. The contributing factors are widely being speculated and the most common question that is asked is "is rehabilitation an effective tool to managed prison population?" however there are also other contributing factors that needs to be considered when recidivism is measured like e.g. poverty, and unemployment.

The Department of Correctional Services, as part of the Criminal Justice Cluster, is entrusted for dealing responsibly with all offenders in its charge for the duration of their sentence. An inseparable part of this responsibility is to ensure that the offender is returned to the community in a responsible manner and at the most appropriate stage of his/her sentence. This has to be done not only in the offender's own interest but also in the interest of the State and the community. Placement on Parole/ under Correctional Supervision basically implies that:

- An offender has the opportunity to complete the remainder of his/her sentence under supervision and in controlled circumstances within the Community;
- It forms part of the total rehabilitation programme in correcting offending behaviour;
- It is an incentive for continuous good behaviour and substantial proof of rehabilitation
- It is regarded as an aid to the social re-integration of the offender;

- It is a mechanism to manage the risk the offender may pose to the community.

The placements of offenders in South African correctional centres are done by the Correctional Supervision and Parole Board (CSPB) for offenders serving a sentence of 24 months and more. The offender sentence less than 24 months are seen by the Head of Centre for possible placement. (Correctional Service Act: Act 111 of 1998: 73) The minimum non -parole period that each prisoner serving a determinate sentence must serve is half of his or her sentence, save where that person has been sentenced to imprisonment in terms of the Criminal Law Amendment Act 105 of 1997.

When offenders are considered for possible placement there are various factors that the CSPB must considered before placement can be approved. These factors are as follows:

- The prisoner's crime history may increase the period of detention before placement/conversion or even exclude conversion of sentence.
- The nature and extent of the current crime is therefore a determining factor in the consideration of the conversion of the sentence.
- The age at which the first crime was committed and his/her present age are also factors to be considered. Department Correctional Service B Order (26 13.1)

The placement/ reintegration of offender examines whether offenders that are release/ reintegrated are rehabilitated and developed according the need-based intervention plan that were compiled upon admission and what type of aftercare the department is providing to such offenders. The outcomes for this sub problem are as follows:

- Whether all offenders have correctly calculated release dates and that there is no offender in custody after the expired date of their sentence
- The Case Management Committee (CMC) provides the CSPB with

the required information to ensure that an informed decision is taken when considering the approval or denial of possible parole

- The CSPB must be administered in accordance with the requirements of the Promotion of Administrative Justice Act (PAJA) and Promotion to Access of Information Act (PAIA)
- The SAPS and the victim of crime must be offered the opportunity to provide inputs to the CSPB when the placement of offenders as specified by the Commissioner is considered.
- Every sentenced offender that are released/ placed out are participating in a pre-release programme
- Sentenced offenders are provided with material and financial support as prescribed by regulation when they are released.

2.6.1. Calculation of release dates

The Criminal Law Amendment Act 105 of 1997 stipulates that the minimum non-parole period that each prisoner serving a determinate sentence must serve is half of his or her sentence. The Correctional Services Act (Act 111 of 1998: 73 and 136) determines the minimum periods of sentence that must be served before consideration may be given to possible placement.

Section 25 (1) of the B Order states that after a sentenced offender with a determinate sentence has been admitted, the release dates must be calculated and noted on the warrant (s) and entered on computer. Offenders are also subjected to consideration for possible placement after servicing a pre-determined period. The correct calculation of release dates will ensure that offenders are considered for possible placement when they are due.

The dissertation examines whether all offenders that are in the system have correctly calculated release dates. The dissertation will also

examine whether offenders are considered when they are due.

2.6.2. Placement of offenders

During the consideration of placement of an offender, specific attention is given to the type of crime committed, the length of the sentence and the severity thereof which must be counter balanced with other factors for consideration, including circumstances surrounding the committing of crime, the victim etc. The conduct of the offender, his/ her adaptation in a correctional centre and his/ her progress on the way to rehabilitation and correcting offending behaviour will also play an important role when considering possible placement. (Department Correctional Service: Policy and procedure manual on Correctional Supervision and Parole Boards: 2007: 1)

When consideration is given to releasing an offender the potential risks related to such a placement are thoroughly considered and specific measures are put in place to ensure that the necessary control and supervision will be exercised over the offender until expiration of sentence. Irrespective of the period served, an offender would be found unsuitable for parole placement if he/she:

- Poses a real threat or danger to the community,
- Has repeatedly shown that he/ she does not wish to or cannot comply with set conditions of conditional release
- Does not comply with the expectations of imprisonment including compliance with the sentence plan, adaptation or behavioural problems, etc.

In such a case it will be advisable that the offender preferably serve a greater part of his/her sentence in a Correctional Centre. In order to be able to monitor his/ her reintegration into the community, he/she should be placed under parole supervision and under strict conditions for only a short period of time. Only in exceptional cases offenders with poor

prognosis are released conditionally. (Department Correctional Service: Policy and procedure manual on Correctional Supervision and Parole Boards: 2007: 1)

Department Correctional Service (Act 111 of 1998: 42) states that the Case Management Committee must submit a report, together with the relevant documents, to the Correctional Supervision and Parole Board regarding:

- The offence or offences for which the sentenced offender is serving a term of incarceration together with the judgment on the merits and any remarks made by the court in question at the time of the imposition of sentence if made available to the Department;
- The previous criminal record of such offender;
- The conduct, disciplinary record, adaptation, training, aptitude, industry, physical and mental state of such offender;
- The likelihood of a relapse into crime, the risk posed to the community and the manner in which this risk can be reduced;

The dissertation examine whether the department ensure that all the relevant documentation are submitted to the Correctional Supervision and Parole Board for possible placement of offenders. The dissertation also examines the quality of the report and outcome of the decisions of the Correctional Supervision and Parole Board.

2.6.3. The compliance in terms of the PAJA and PAIA during consideration of offenders

(Department Correctional Service: Policy and procedure manual on Correctional Supervision and Parole Boards: 2007: 1) states that the record of proceedings of the Board is the property of the Department of Correctional Services and any person outside the Department seeking access to any part thereof must follow the procedures as prescribed by the Promotion of Access to Information Act (Act 2 of 2000) except that

the persons concerned must be provided the decision of the Parole Board and on request also motivated reasons for such decision.

- The record of proceedings of the Parole Board is confidential and consists of the agenda, the minutes as well as a copy of the cover sheet of the G 326 and must be kept in a lockable cabinet at the Parole Board offices.

Section 4 of the manual states that the Parole Board must conduct its business in a fair and proper manner in line with the generally accepted principles of Promotion of Administrative Justice Act (Act 3 of 2000):

- The Parole Board must give proper notice of a meeting to all relevant parties at least two weeks in advance.
- The Parole Board must afford the offender and the complainant reasonable opportunity to make representations, either in person or in writing.
- The Parole Board must have specific written rules for the meeting which must be available to all parties.
- The Parole Board must follow a standard procedure and must keep proper minutes which must at least comply with the format provided

The dissertation examines whether the department is complying with the relevant Acts when they consider offenders for possible placement.

2.6.4. SAPS and victim presentations

Restorative justice advocates' petition to transform our conceptions of crime is often linked to a request that we transform our moral imaginations from a retributive or rehabilitative type to a restorative type. They would like us to imagine those who commit crimes, their victims, and the communities in which they live in ways that "repair the harm" of crime rather than ways that punish or treat the offender. (Zehr: 1990).
Correctional Service Act (Act 111 of 1998:74) states that the The Minister may co-opt an official nominated by the National Commissioner of the

South African Police Service or an official nominated by the Director-General of the Department of Justice, or both such officials, for a meeting of the Board. The victim of crime is also entitled to make a representation to the CSPB in writing, in person or by a representative.

The dissertation examines to what extent the department ensures that South African Police Service and the victim are involved during placement sitting of offenders.

2.6.5. *Pre-release programmes and temporary leave for offenders*

Correctional Service Act (Act 111 of 1998: 44) states that the National Commissioner may grant permission in writing on such conditions and for such periods as he or she may specify, for a sentenced offender to leave the correctional Centre temporarily for the purpose of –

- Compassionate leave;
- Treatment, development or support programmes;
- Preparation for release; or
- Any other reason related to the successful reintegration of the sentenced offender into the community.

Correctional Service Act (Act 111 of 1998: 45) states that a sentenced offender must be prepared for placement, release and reintegration into society by participating in a pre-release programme.

The dissertation examines whether offenders are engaged in pre-release programmes before release and whether offenders are provided the opportunity of temporary leave as part of the reintegration process.

2.6.6. *Financial and material support to offenders*

Correctional Service Act (Act 111 of 1998: 45) states that a sentenced

offender must be prepared for placement, release and reintegration into society by participating in a pre-release programme. The Correctional Service Act (Act 111 of 1998: 45, 3) further state that sentenced offenders must be provided with material and financial support as prescribed by regulation.

The dissertation examines what type of support the Department of Correctional Services is providing the offenders upon their release.

2.6.7. *Proposition on the reintegration/placement of offenders*

The theme, Case Management, as part of the research question examines:

- Whether all offenders in the system have corrected calculated release dates. The dissertation will also examine whether offenders are considered when they are due.
- Whether the department ensure that all the relevant documentation are submitted to the Correctional Supervision and Parole Board for possible placement of offenders.
- The quality of the report and outcome of the decisions of the Correctional Supervision and Parole Board
- Whether the department is complying with the Promotion of Administrative Justice Act and Promotion to Access to Information Act when they consider offenders for possible placement
- To what extent the department ensures that SAPS and the victim are involved during placement sitting of offenders.
- Whether offenders are engaged in pre- release programmes before release and whether offenders are provides the opportunity

of temporary leave as part of the reintegration process

- What type of support the Department of Correctional Services is providing the offenders upon their release.

2.7. Human resources

Successful rehabilitation depends not only on the type of treatment offered, but also on the conditions under which it is delivered. The available evidence suggests that, on average, programs delivered in community settings produce better outcomes than those delivered in institutions. Issues of organisational resistance and staff motivation may need to be addressed before implementing programs in prisons.

(Howells and Day 1999: 4)

Chaskalson & de Jong (2007: 42-43) postulate that too few specialists in the Correctional System, like psychologists and social workers, compromise the quality of implementation of the White Paper on Corrections in South Africa (2005).

The White Paper on Corrections in South Africa (2005) requires all correctional officials to be “rehabilitators”, therefore more than just security officials. This is in line with international trends that training should equip correctional officials to understand treatment as well as security aspects (Tolstrup 2002:39).

Luyt (1999:147-149) agrees and describes the different expectations in terms of the behaviour of the correctional staff towards the offenders, which are courtesy, treating offenders with respect, to show leadership, to identify potential in offenders, to communicate well and to contribute to the common goals of the team.

Human resources examine whether there are sufficient have sufficient resources and processes available to ensure that they fulfill their mandate. The outcomes for this sub problem are as follows:

- The Correctional centre has an appropriate retention strategy in place for the various categories of personnel required to deliver on the rehabilitation mandate.
- Personnel Development Plans (PDP) are developed all officials and measured accordingly.
- Adequate measures are in place to ensure effective monitoring of compliance and correctional staff is appropriately trained to ensure that these measures are fully implemented.

2.7.1. Retention strategy of the Department of Correctional Service

Professional staff shortages in the Department of Correctional Services (DCS) are unfortunately notorious, and showcased by the fact that in 2010/2011 there was a 51% vacancy rate for psychologists and that social workers were overburdened with caseloads of up to 3 000 per person. (Department of Correctional Services Annual Report for the 2010/2011 Financial Year, Pretoria)

Researchers Chaskalson & de Jong (2007: 42-43) postulate that too few specialists in the Correctional System, like psychologists and social workers, compromise the quality of implementation of the White Paper on Corrections in South Africa (2005).

The Department must have a human resource provisioning strategy that has recruitment criteria consistent with the intention that every correctional official should be a rehabilitator, that correction is a profession, involving on-going development and professional ethics and that correctional services provides a critical and essential security

service. (White Paper on Corrections in South Africa 2005: 57)

The Human Resource provisioning strategy of the Department must be informed in part by recognition of the principle of a sound staff-offender ratio required to minimise the security risks attached to the management of a particular correctional centre. (White Paper on Corrections in South Africa 2005: 57)

The dissertation examine whether the post establishment of the Department do make provision for the Unit Management principles to enhance rehabilitation. The dissertation will also examine the retention strategy that the department is using to ensure that service delivery is not compromise.

2.7.2. Performance monitoring system for officials

Luyt (1999:147-149) agrees and describes the different expectations in terms of the behaviour of the correctional staff towards the offenders, which are courtesy, treating offenders with respect, to show leadership, to identify potential in offenders, to communicate well and to contribute to the common goals of the team.

The incorporation of effective career management and improved service delivery through a system of performance management, based on work units with appropriate levels and forms of supervision is crucial. Job enrichment, career development, combined with organisational learning and development must be integral to the correctional profession. (White Paper on Corrections in South Africa: 2005: 58)

The dissertation examines whether there is a performance management system in place for officials and whether the system is effectively. The dissertation also examines whether the performance agreements of the

officials clearly outline the rehabilitation mandate of the department.

2.7.3. The development of Officials

Mindful recruitment and training of staff members is essential. The Corrections environment requires special skills and should therefore use stricter criteria for recruitment of officials. The White Paper on Corrections in South Africa (2005) requires all correctional officials to be “rehabilitators”, therefore more than just security officials. This is in line with international trends that training should equip correctional officials to understand treatment as well as security aspects (Tolstrup 2002:39).

The human resource development strategy of the Department as outline in White Paper on Corrections in South Africa (2005: 57) state that the strategy must cover a range of training components, which must be mandatory for staff of the Department, including:

- Orientation and training of all members in relation to the mandate, core business, location of the Department in integrated governance, and introduction to the field of corrections;
- Basic correctional management training for those who will work in the correctional centres;
- Basic office training for those who will work in the DCS offices;
- Senior, middle and junior management training;
- Specialist bridging training of professional staff whose professional training has not addressed the practices within a correctional centre environment;
- Training for correctional officials who work with special need groups of offenders; and
- Functional training

The dissertation examine whether the Department has a development plan for each officials and whether there is a data basis available on a development programmes are available within the Department. The dissertation also examine whether the department has job specific development programmes available for all their posts within the Department.

2.7.4. *Proposition on Human Resources for Rehabilitation*

The theme, Human Resource, as part of the research question examines:

- Whether the post establishment of the Department make provision for Unit Management principles to enhance rehabilitation
- The retention strategy that the department is using to ensure that service delivery is not compromise.
- Whether there is a performance management system in place for officials and whether the system is effectively. The dissertation also examines whether the performance agreements of the officials clearly outline the rehabilitation mandate of the department.
- Whether the Department has a development plan for each official and whether there is a data basis available on a development programmes are available within the Department. The dissertation also examine whether the department has job specific development programmes available for all their posts within the Department.

2.8. Conclusion of Literature Review

The research question, to examine the process of rehabilitation offered to offender by the Department of Correctional Service which begin from the point of admission until the release of sentenced offenders. The question is discussed in the following themes:

- The assessment of offenders examine whether the department has sufficient structures in place to ensure that offenders' sentences are correctly administrated, assessments, need-based interventions are identified timeously and the resources available to ensure service delivery.
- Rehabilitation examine whether there are sufficient interventions (rehabilitation programmes) available for offenders to address their offending behavior and to enhance them to be self-sufficient.
- The placement/ reintegration of offender examine whether offenders that are release/ reintegrated are rehabilitated and developed according their need-based intervention plan that were compiled upon admission and what type of aftercare the department is providing to such offenders.
- Case management examine whether there are sufficient monitoring tools available to ensure that these needs based interventions are rendered within the required time frame to ensure service delivery.
- Human resources examine whether there are sufficient have sufficient resources and processes available to ensure that they fulfill their mandate.

CHAPTER 3: RESEARCH METHODOLOGY

The researcher is expected to make rational research decisions. This process is called the dynamics of the social science research process. Mouton and Marais, (1989: 29) Bless & Higson-Smith (1995: 63) states that a research design is the planning of a scientific research from the first to the last step. It is like a road map in that it guides the researcher in collecting, analysing and interpreting observed facts. To construct a good research design, the researcher is required to answer several fundamental questions about the research:

- the methodology to be used
- the population
- the sample

The fundamental questions mentioned above are discussed as follows.

3.1 Research methodology /paradigm

De Vos, Strydom, Fouche & Delport (2002:8) states that the goals of research “imply the end towards which efforts or ambitions is directed”. The focus of the dissertation is to examine the process of rehabilitation as it is currently operating within the correctional centres and to identify a model to promote best practises and to developed workable solutions to underperformed areas.

According to De Vos & Fouche (1998:115-116) research is based on certain questions, which need to be addressed. These questions are also aimed at providing/finding answers to the gaps that have been identified and on which the research is based. In this case the research questions that will guide the dissertation are:

- How could Rehabilitation compliment the reduction of overcrowding and recidivism in correctional centres?
- What is the quality of the assessment of offenders upon admission in terms of identifying risks and need base interventions?

- What rehabilitation and development programmes are available and are these programmes rendered to offender within the department?
- What management and monitoring tools are available to ensure that rehabilitation is not compromise?
- Are offenders considered for possible placement when they are due and what support the department provide to offenders during the reintegration period?
- Does the department have sufficient resources available to ensure that service delivery is not compromise?

The research questioned had been divided into five themes to address the research question. The offender rehabilitation path for offenders has three critical processes that need to be address to determine the success. For the purpose of the dissertation the three processes have been divided into the following five themes:

- Assessment
- Rehabilitation
- Case management
- Reintegration
- Human Resources

The themes mentioned above are assist with various outcomes and indicators that are relevant to the themes that needs to provide data.

The dissertation explore the current trends and to seek for best practises to improve rehabilitation in correctional centres. The dissertation also identifies potential areas for improvement on the offender rehabilitation path.

3.2 Research design

Mouton (2001:49,56) states that research design is a necessary part of the initial stages of the project to guide the researcher regarding the type of dissertation that is needed to adequately answer the research question, and to deliver the end product. The dissertation makes use of qualitative and

quantitative methodologies to address the research question. According to Mason (1996: 19) the choice of method should reflect an overall research strategy, because the methodology that is used shapes the methods are used and how each method is used. Silverman (2000: 89) states that the methods used by qualitative researchers represent a general belief that they can provide a “deeper” understanding of social phenomena than could have been obtained by purely quantitative data. Therefore the qualitative researchers claim that they have entered and mapped territories such as “inner experiences”, “language”, “cultural meanings” or “forms of social interaction”.

The dissertation predominantly relying qualitative data to address the research question. The methodology of collecting the data is through observations and documentary proof. The data will be collected through documents obtained from various custodians of information.

3.3 Population and sample

3.3.1 Population

According to Strydom and Delport (De Vos, et al. 2002:334) the researcher needs to think critically about the characteristics of the individuals who are selected to form part of the sampling.

According to Lasley (1999: 160) a sample is a smaller group of people and places taken from a larger group of people and places. Lasley (1999: 160) stated that a population includes every person, object or place from which the researcher is going to draw the sample.

The study will be conducted in the Department of Correctional Services environment. The dissertation sample will be taken from the Correctional Centres, Case Management Committee (CMC) and Correctional Supervision and Parole Board (CSPB) in East London Management Area.

The sample will be taken from the 4 Correctional centres within the Management Area, the CMC, and the roving CSPB of East London.

3.3.2 Sample and sampling method

Sampling in qualitative research is described by Sarantakos (2000:156) as relatively limited, based on saturation and not in all cases representative, which explains the general use of non-probability sampling. "Because some or more elements will be included in the sample deliberately, purposive sampling is a non – probability sampling form" (Champion 2000:192-193, 196; Bless and Higson-Smith 1995:95). This technique consists of three types, namely accidental, purposive and quota sampling. Non- probability sampling is defined by Rubin and Babbie (1989) as "a sample selected in some fashion other than those suggested by probability theory. Examples include judgmental (purposive), quota, and snowball samples".

The dissertation data that is collected is based on information (documents) gathered from various sections (custodians) in the correctional environment. The information that is collected is relevant to sentenced offenders which serving a sentence of two years and more. The custodians, officials and manager, directly responsible for case management are proving the document source for the dissertation. The theoretical sampling procedure will be used to gather information in addressing theoretical issues about the functioning of the mentioned components. Probability sampling was used to identify the sites that will be used during the dissertation.

3.4 The Research Instrument

According to Mason (1996: 19) the choice of method should reflect an overall research strategy, because the methodology that is used shapes the methods are used and how each method is used. The methodology used for this research was qualitative by nature. Silverman (2000: 89) stated that the methods used by qualitative researchers represent a general belief that they can provide a "deeper" understanding of social phenomena than could

have been obtained by purely quantitative data.

The data is collected in form of observations and documentary proof obtain from the correctional environment. The observation that are referred to is the areas within the correctional centre that you cannot collect data on but you must physically visiting the areas to ensure that such areas are available, e.g. visitation areas the research needs to physically visit the visitation areas to ensure how many are there and whether they are sufficient.

The documentary proof is documents that will be provided by the relevant custodians which convinced the researcher that information provide are a true reflection of what the status are.

The documentation is collected from 14 custodians and a list of documents which is relevant was provided beforehand to ensure that it was readily available when the dissertation is conducted

3.5 Procedure for Data Collection

Data can be classified by referring to the way in which it was collected namely:

- Primary data: when a researcher collected the data for the particular purpose of the research
- Secondary data: when the researcher has to use data collected by other investigators in connection with other research problems (Bless & Higson- Smith, 1995: 99)

Primary and secondary data were used for the dissertation. Data collection is divided between information obtained from documented sources, information from observations. Documented sources are the dominated part of the study. Data collection is structured according to the official who is responsible for providing the relevant documentation. All data that is collected has been recorded on a data base. Data sheets were developed for each and every section.

Site selection

Table 3: Criteria on Representivity for the dissertation

Centre/ Unit	Representivity
East London Medium A	Maximum Classified Offenders
East London Medium A Mdantsane Correctional Centre	Medium Classified Offenders
Mdantsane Correctional Centre	Youth Offenders
East London Medium C	Female offenders
East London Medium A & C Mdantsane Correctional Centre	Fully functional CMC
East London management Area	Roving or a non-roving CSPB
East London medium C Mdantsane Correctional centre	Fully function admission and release Unit

The information (documents) that is collected is policy related. The document sources that are collected from the custodians are interpreted and analyse by the researcher to make conclusion based on the information provided.

The information collection aimed at recording activities and operational issues. The data is analysis and evaluated to determine the outcome of the dissertation. The information that was collected is confidential and is not available for unauthorised people. The Department of Correctional Services is the custodian of the dissertation that is conducted.

3.6 Data Analysis and interpretation

According to Bless & Higson-Smith (1995: 143) after the data has been analysed and the findings have been stated on the basis of qualitative analyses, the procedure and the findings must be thoroughly and critically reviewed to identify any errors of measurement, bias and mistakes that

could distort the description of the aspect of social reality under dissertation. After interpreting the findings, the researcher summarises the aims of the research, compares them with the findings and draws conclusions on the achievement of the set goal

The quantitative data, statically methods is used to analyse the data. When the data is measured the relevant variables are transformed statistically to describe the data more succinctly. The statistical information that is collected, measure the actual Department's performance against the Internal Policies and the Act. The statistical information is entered into a computer where graphs are generated to indicate the performance of that particular section against the data sheet and the overall performance of that particular office in terms of the Act and Policies.

After the information is collected from all the relevant stakeholders the information is generated to the various **INDICATORS** which generate information for the relevant **OUTCOME** and the **OUTCOME** then generate **INFORMATION** for the relevant **THEME** which provides answers to the **RESEARCH QUESTION**.

There are **14** CUSTODIANS who provide information to the INDICATORS

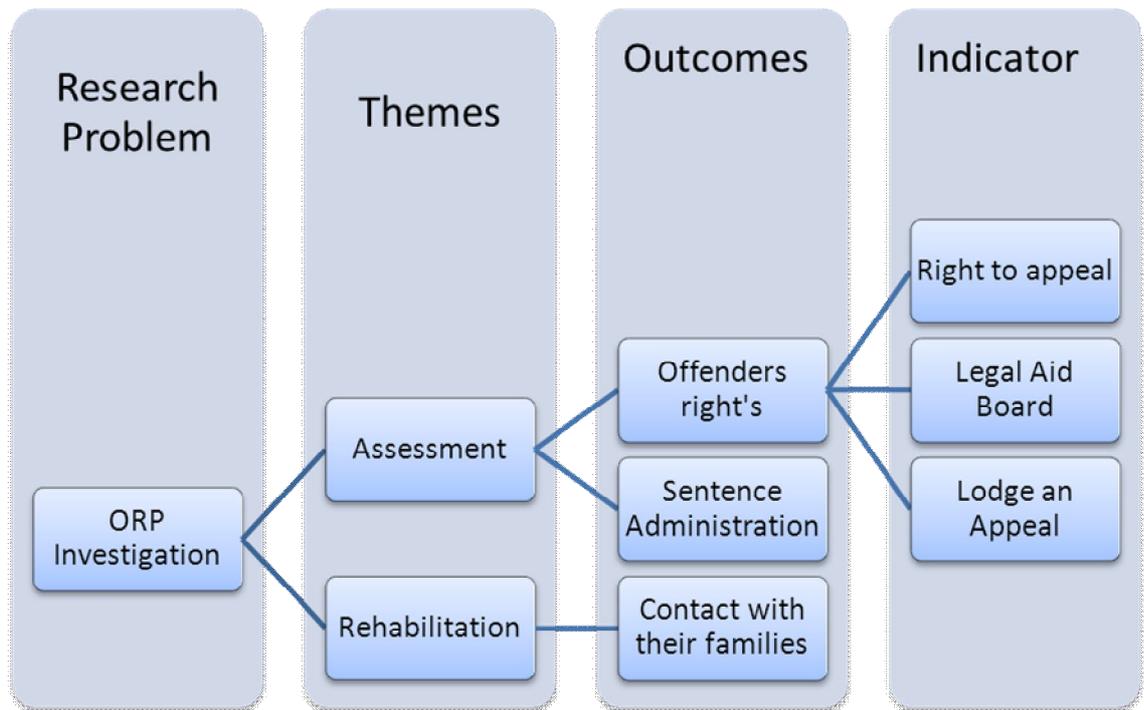
There are **190** INDICATORS that provide information on the OUTCOMES

There are **26** OUTCOMES that provide information to the relevant THEMES

There are **5** THEMES which answer the RESEARCH QUESTION

The diagram below illustrates the structure of the **RESEARCH PROBLEM**:

Table 4: The research problem layout



3.7 Limitations of the study

Problems that were expected to limit the dissertation were the availability of the custodians due to the shift patterns and the availability and access of offender information as document sources. However the support and cooperation that was received were tremendously.

3.8 Validity and Reliability

3.8.1 Validity

Validity means the truth that can be interpreted as the extent to which an account can accurately represent the social phenomena to which it refers (Hamersley, 1990: 57; Silverman, 2000: 175). As Bless and Higson- Smith (1995: 134) indicated, to test validity, one asks questions such as "what does this instrument measure?" and "what do the results mean?" Validity

will also be ensured by the test for validity. The test for validity includes the following (Van Der Westhuizen, 1982: 78): The description is:

- Clear
- Simple and unambiguous
- Pertinent
- Meaningful
- Correct and logical

For research findings to be valid, the researcher must make sure that the results indicate what the researcher says they do.

3.8.2 Reliability

According to Hamersley (1992: 67) reliability is about the degree of consistency with which instances are assigned to the same category by different researchers or by the same researcher on different occasions. (Silverman, 2000: 188). According to Lasley (1999: 54) reliability will always follow validity, which means that if the dissertation findings are valid they are certainly reliable too. The following aspects give impetus to the reliability test (Van Der Westhuizen, 1982: 78):

- Documents are genuine
- The author is genuine
- The author has no ulterior motives
- The author made the observations
- The observations are unbiased
- Observations can be repeated

The dissertation can guarantee that the findings of the dissertation are valid and reliable at all times. The researcher can ensure that all his procedures and demonstration are documented consistently to ensure reliability.

CHAPTER 4: PRESENTATION OF RESULTS

4.1 Introduction

The research question, to examine the process of rehabilitation offered by the Department of Correctional Service as from the time the offender is admitted until such time he is released back into society, has been divided into five (5) themes/ Sub Problems which assist in achieving the objective.

The themes which answer the research question as mentioned above are as follows:

- The assessment examine whether the department has sufficient structures in place to ensure that offenders' sentences are correctly administrated, assessments/need-based interventions are identified timeously and what resources are available to ensure service delivery
- Rehabilitation examine whether there are sufficient interventions (rehabilitation programmes) available for offenders to address the offending behavior and to enhance them to be self-sufficient.
- Case management examine whether there are sufficient monitoring tools available to ensure that these needs based interventions are rendered within the required time frame to ensure service delivery
- The placement/ reintegration of offender examine whether offenders that are release/ reintegrated are rehabilitated and developed according the need-based intervention plan that were compiled upon admission and what type of aftercare the department is providing to such offenders
- Human resources examine whether there are sufficient have sufficient resources and processes available to ensure that they fulfill their mandate.

The themes are divided into various outcomes with various indicators to answer the outcome which on their behave answering the specific theme. The themes will then answer the research question.

The research period time for data collection was done mostly over 3 months. For the period of 3 months information the data was from May 2013 to July 2013.

Data collection was also conducted on samples. The data that was collected was predominately document source. The samples that was use for the research was between 10 and 20 mostly.

The information for the dissertation is from East London Management Area. The assessments and the orientation/ induction data were collected from East London Maximum, East London Medium C and Mdantsane. The rehabilitation of offender was done at East London Maximum. The releases and the reintegration of offender's data were collected from East London medium C and Mdantsane. The management area has a roving CMC and a roving CSPB from which data was collected.

The role players/ respondents are discussing in the next bullet.

4.2 Demographic profile of custodians of information

Data in the form of document source is collect from the following incumbents that gave information in terms of the research question.

Head of Centre: The HCC as the accounting officer and provide information (documents) on all outstanding data that needs to be collected. He will assist with any outstanding document that is needed for the dissertation that cannot be provided by the sub ordinates

Centre Coordinator Staff Support: The official is responsible for all HR related matters and is providing document sources on vacancies, performance assessment, and training.

Centre Coordinator Corrections: The member is responsible for the management of the offender rehabilitation path of offender. The unit manager and Divisional Head Case management administration account directly to him. He will assist with any outstanding document that is needed for the dissertation that cannot be provided by the sub ordinates

Centre Coordinator Operational Support: The official is responsible to ensure that the security measures are in place at the centre. All documents relevant to the safe custody of the offenders and infrastructure are obtaining the official.

DH Case Management Administration: The official is responsible for the sentence administration and orientation of admission at the centre. The document source relevant to the sentence administration and orientation and induction is obtained from the official.

DH Health care services: The official is responsible for the management of the health care unit inside the correctional facility. The documents relevant to the custodian are collected from the official.

DH Social Work Service: The Official is responsible for the managing of Social work programmes for offenders. The documents relevant to the custodian are collected from the official.

DH Psychological Services: The official is responsible to ensure that offenders received psychological assistance when needed. The documents relevant to the custodian are collected from the official.

DH Education: The official is responsible to manage the offenders attending development programmes. The documents relevant to the custodian are collected from the official.

Case Assessment Officer: The official is responsible for the assessment and the compilation Correctional Sentence Plan for offenders. The documents relevant to the custodian are collected from the official.

Case Intervention Officer: The Case Intervention Officer is responsible for the

rendering of Correctional Programmes and pre-release programmes. The documents relevant to the custodian are collected from the official.

CMC Chairperson: The CMC is responsible for the management of the case file of the offender in terms of development and also makes recommendation for possible placement of offenders. The documents relevant to the custodian are collected from the official.

Chairperson CSPB: The Correctional Supervision and Parole Board provide information with regard to the placement of offenders. The administrative information regarding the placement and consideration of offenders is also obtained from the chairperson.

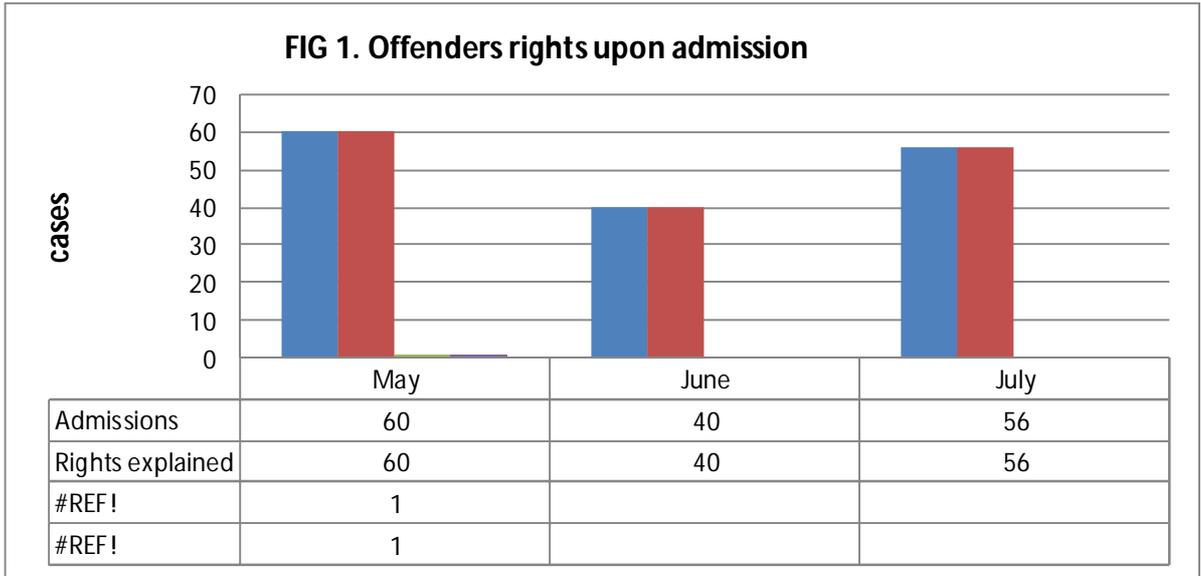
SRAC Official: The official ensures that there are sufficient SRAC activities available in the centre. The documents relevant to the custodian are collected from the official.

4.3 Results pertaining the assessment of offenders

The assessment examine whether the department has sufficient structures in place to ensure that offenders' sentences are correctly administrated, and that their assessments/need-based interventions are identified timeously. The resources to ensure service delivery during the assessment process examine. The outcomes for assessments are as follows:

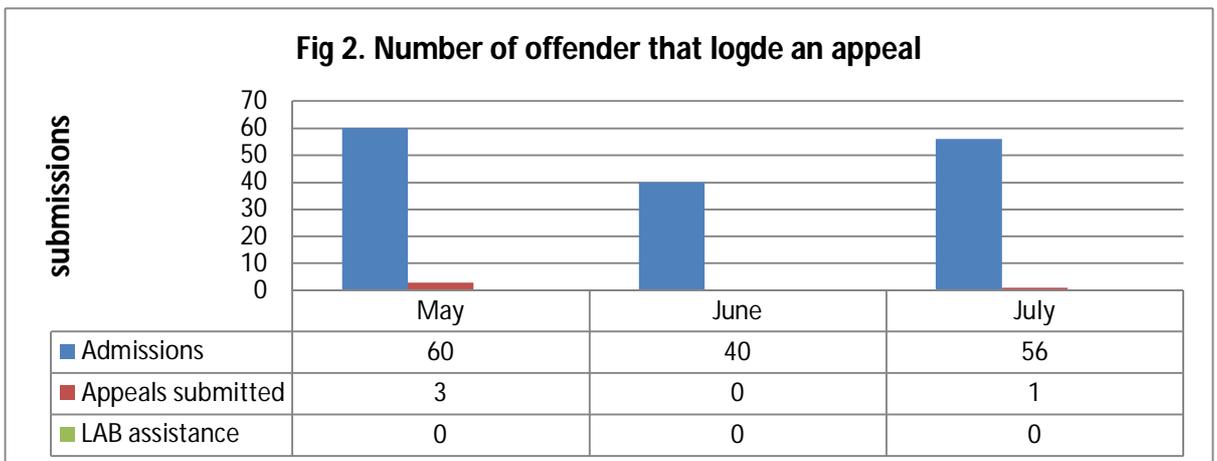
Rights of Offenders CSA (Act 111 of 1998:6)

Data was collected for the number of offenders that was admitted who rights were explained to them and where they acknowledge it in writing. In Figure 1 it illustrate that there were 156 admissions of which all of the rights were explained to them in the past 3 months.



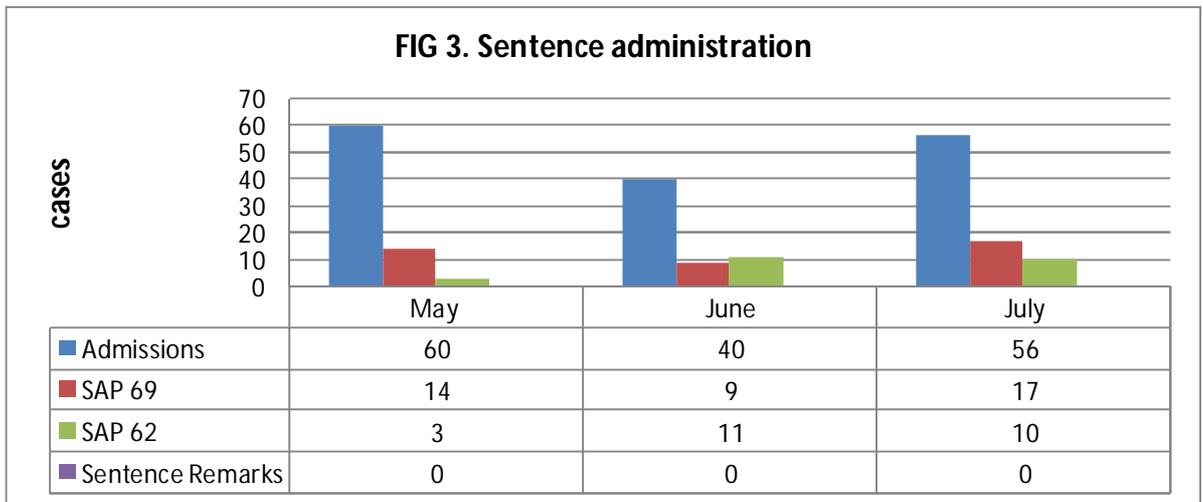
The data that were collected were seen in the file but no documentary proof could be establish where the offenders acknowledge these rights in writing. The rights were only part of the minutes of the Case Management Committee (G 331)

In Figure 2 it illustrate the the number of appeals and legal assistance that were provided to Offenders upon admission. The data shows that there were 4 appeals lodged for the past 3 months versus the 156 admission over the past 3 months. The information obtained came from the appeal register and names did correspond with the admission list provided for the period.



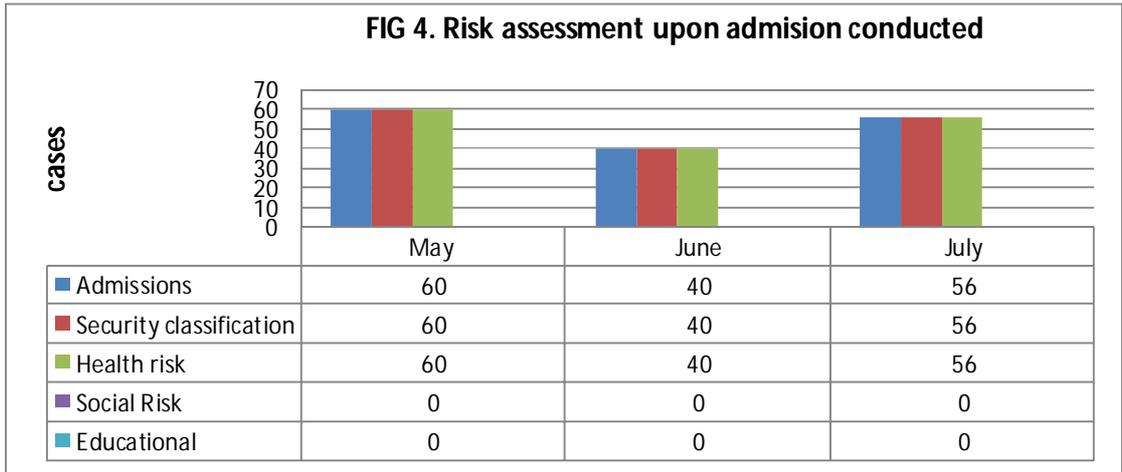
Sentence administration

Data was collected for the number of admission that were in possession of a SAP 69 (previous convictions), SAP 62 (crime description) and sentence remarks if offenders is sentenced more than 5 years. The data illustrate in Figure 3 indicate that there were 156 admissions of which 40 had a SAP 69, 24 a SAP 62 and none came with sentence remarks for the past 3 months. The data was collected from the respective Institutional files.



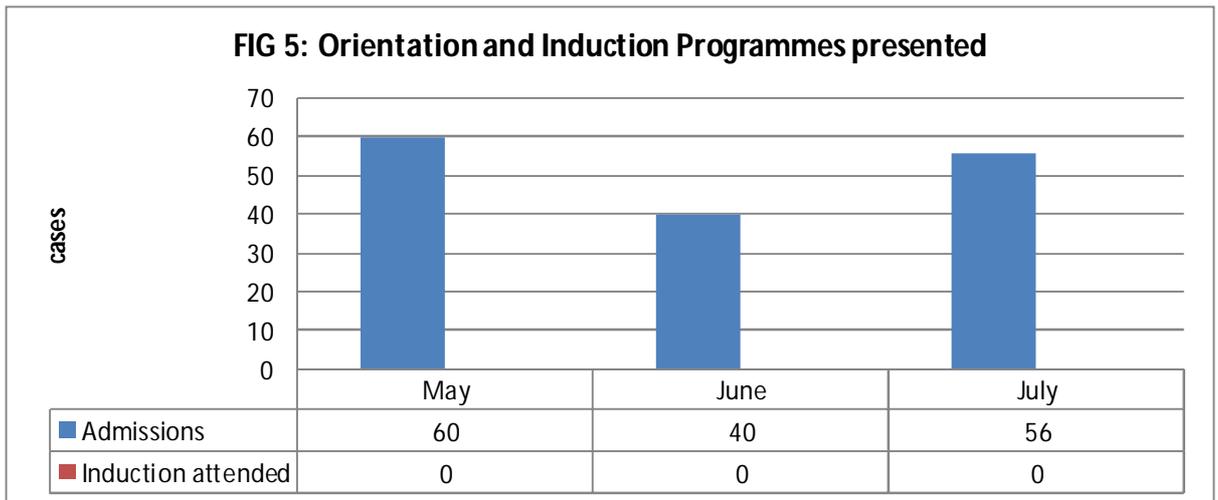
Admission risk classification

Data was collected for the number of admission that were assessed upon admission who were subjected to proper risk assessment that must be conducted within 6 hours after admission. The data illustrate in Figure 4 indicate that there were 156 admissions of which 156 were assessed for the security classification, 156 for health risk, and none for social and health risk over the past 3 months. The data was collected from the respective Institutional files compared with the admission list for the period.

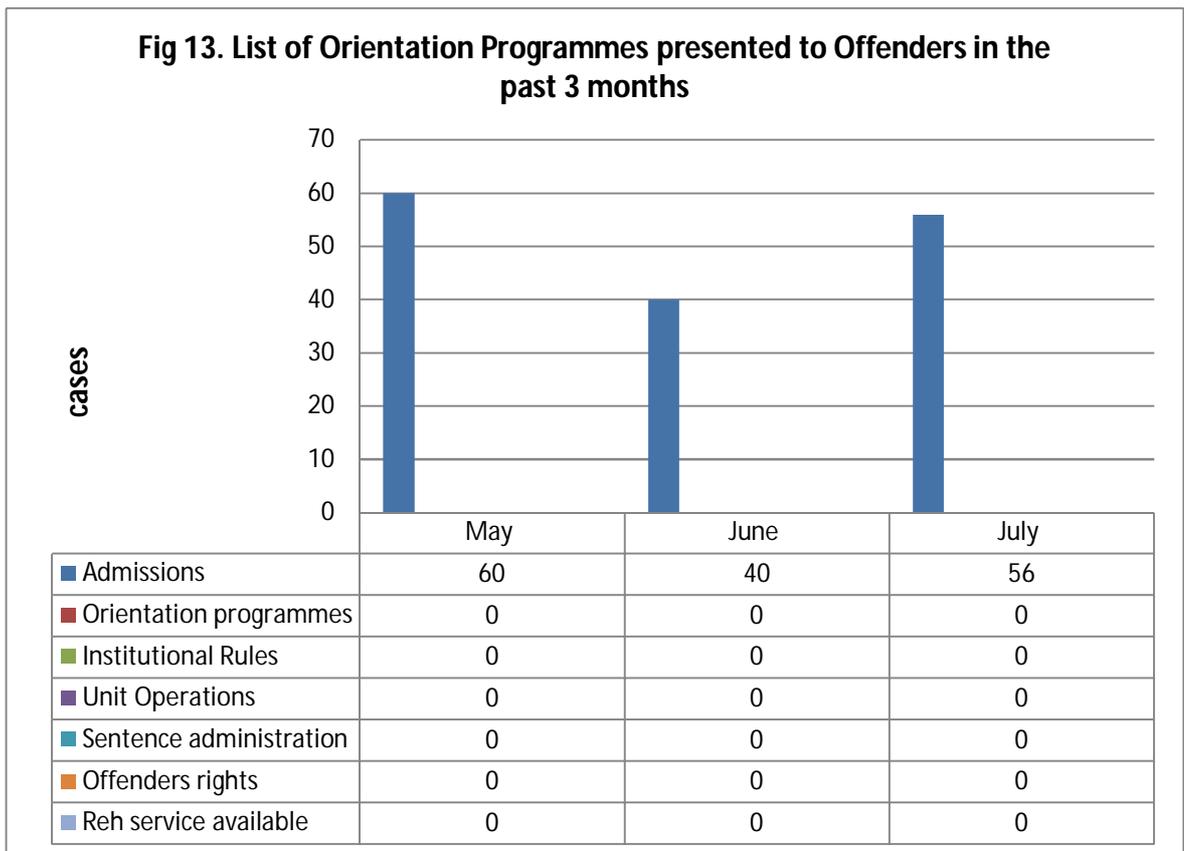


Orientation and induction of offenders

Data was collected for the number of admissions that were subjected to a proper orientation and induction programme upon admission that must be conducted within 48 hours after admission. The data illustrate in Figure 5 indicate that there were 156 admissions of which none undergone a proper orientation and induction programme over the last 3 months. The data was collected from the respective Institutional files compared with the admission list for the period.



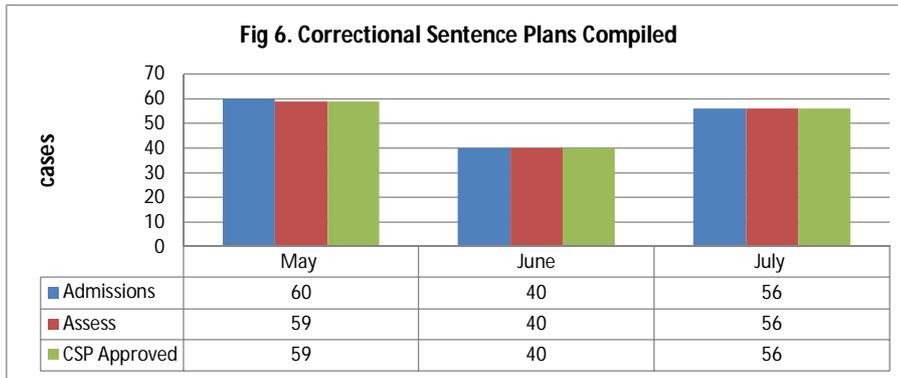
The centre does have an informal orientation and induction programme that are conducted during admission but all the relevant information and the acknowledgement does not occur. The data illustrated in Figure 13 indicates that no offenders out of the 156 admissions did undergo any of the orientation and induction programme as specified in the graph. The data was collected from the respective Institutional files compared with the admission list for the period.



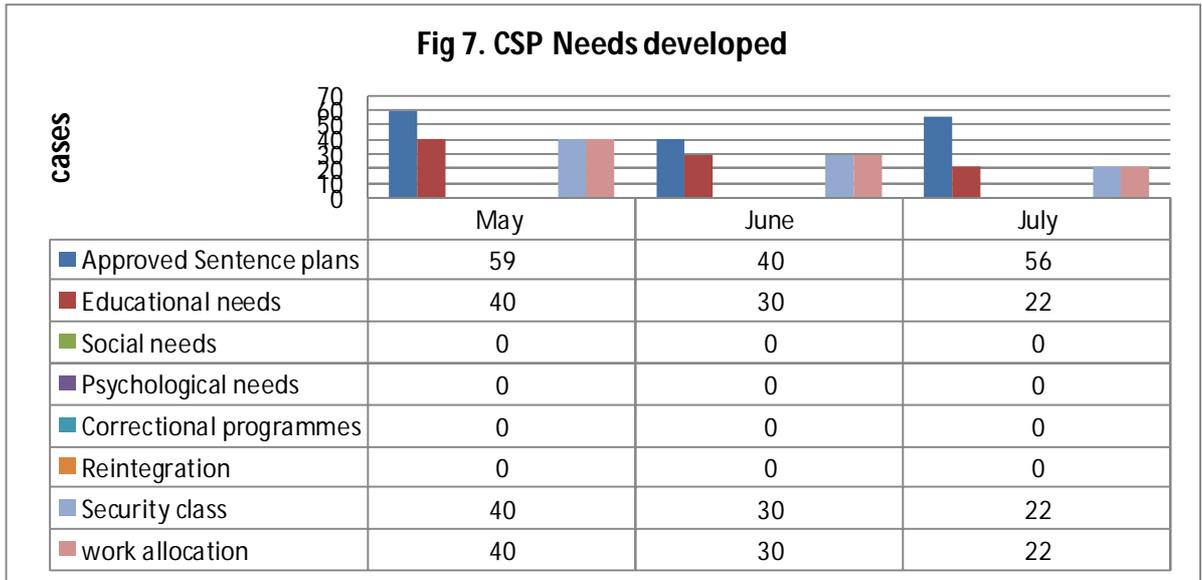
Comprehensive risk assessment of offenders

Data was collected for the number of admissions that were subjected to a comprehensive risk assessment to identify the rehabilitation needs upon admission that must be conducted within 21 days after admission. The data further also indicate the number of approved sentence plans that were compiled within 21 days after admission over the last 3 months. The data illustrated in Figure 6 indicated that there were 156 admissions of which 155

were subjected to a comprehensive risk assessment and had an approved correctional sentence plans over the last 3 months. The data was collected from the respective Case/ Institutional files compared with the admission list for the period.



Data was collected for the number of Offenders that were subjected to comprehensive risk assessment to identify the rehabilitation needs upon admission which indicates the educational, social, psychological, correctional, integration, security and work allocation needs. The data illustrate in Figure 7 indicate that there were 92 educational, 92 security classification, and 92 work allocation needs identified per Correctional sentence plan over the last 3 months. The data was collected from the respective Case/ Institutional files compared with the admission list for the period

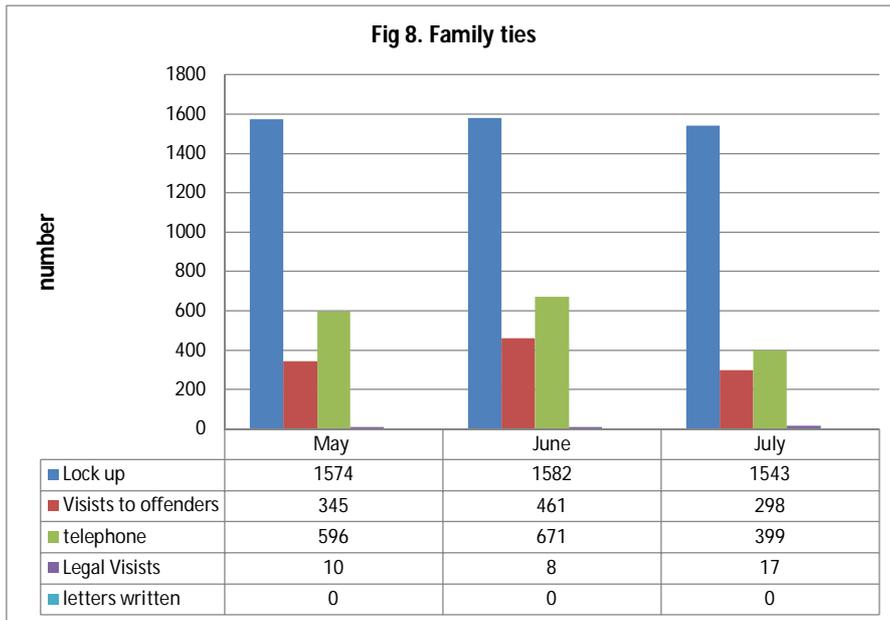


4.4 Results pertaining rehabilitation of offenders

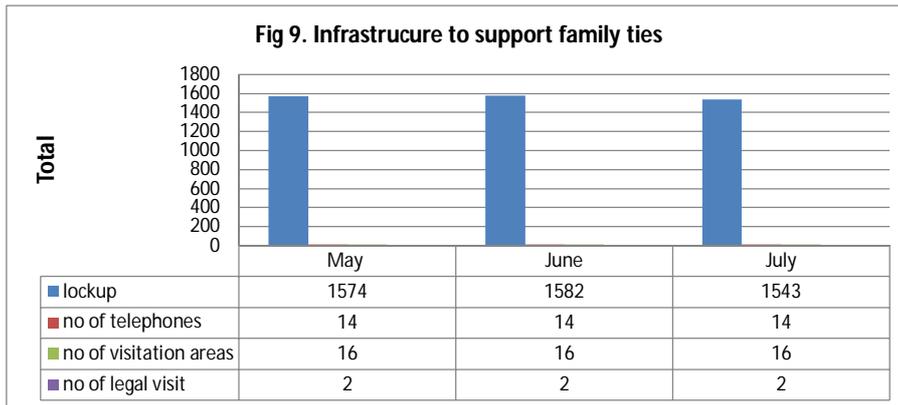
Rehabilitation examine whether there are sufficient interventions (rehabilitation programmes) available for offenders to address the offending behavior and to enhance them to be self-sufficient. The outcomes for this sub problem are as follows:

Support systems for offenders

Data was collected for the number of Offenders that have received visits, wrote letters, and made phone calls out of the total population of the centre for the past 3 months. The data illustrate in Figure 8 indicate that there were 1104 visits, 1666 telephone calls, 35 legal visits given to offenders over the last 3 months. There were no data available with regard to offenders that wrote letters for the period. The data that are presented reflects information from East London maximum centre. The data was collected from the electronic visit register and telephone registers for the period.

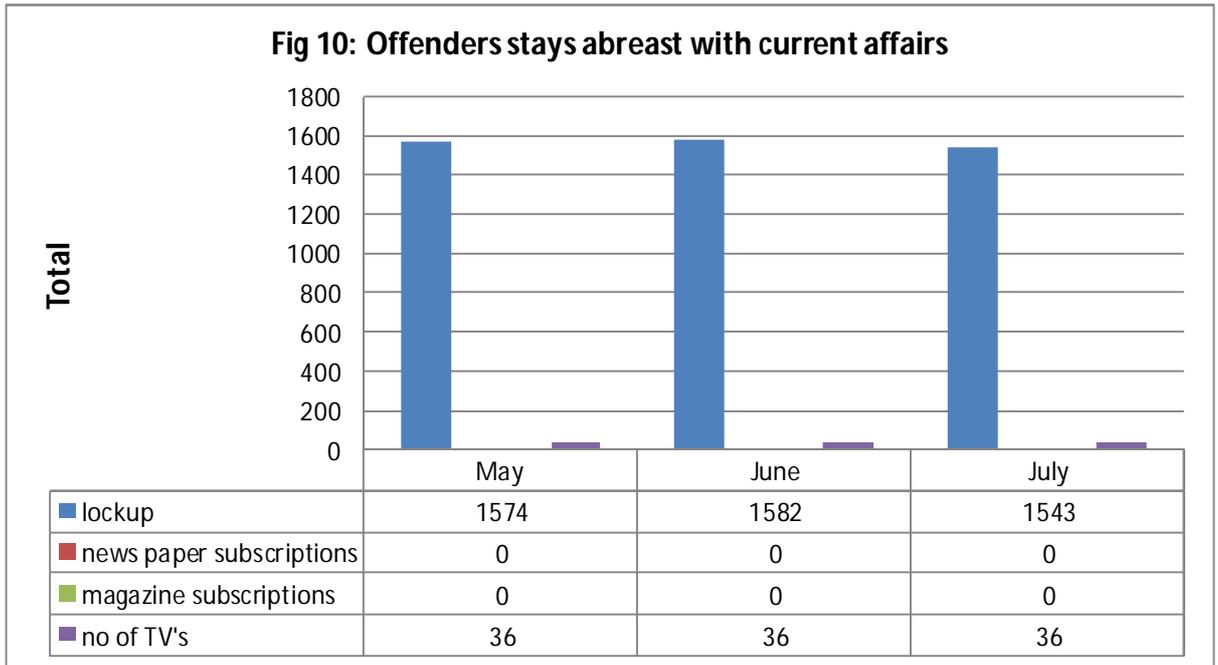


Data presented are based on the available infrastructure that was observed during the examination in the correctional centres which gives offenders access to telephones, visits and legal for the past 3 months. The data illustrate in Figure 9 indicate that there were 16 visitation areas, 14 telephone booths, and 2 legal visitation areas available to offenders over the last 3 months. The data that are presented reflects information from East London maximum centre. The data were collected by means of observation during period of examination.



Access to information on current affairs

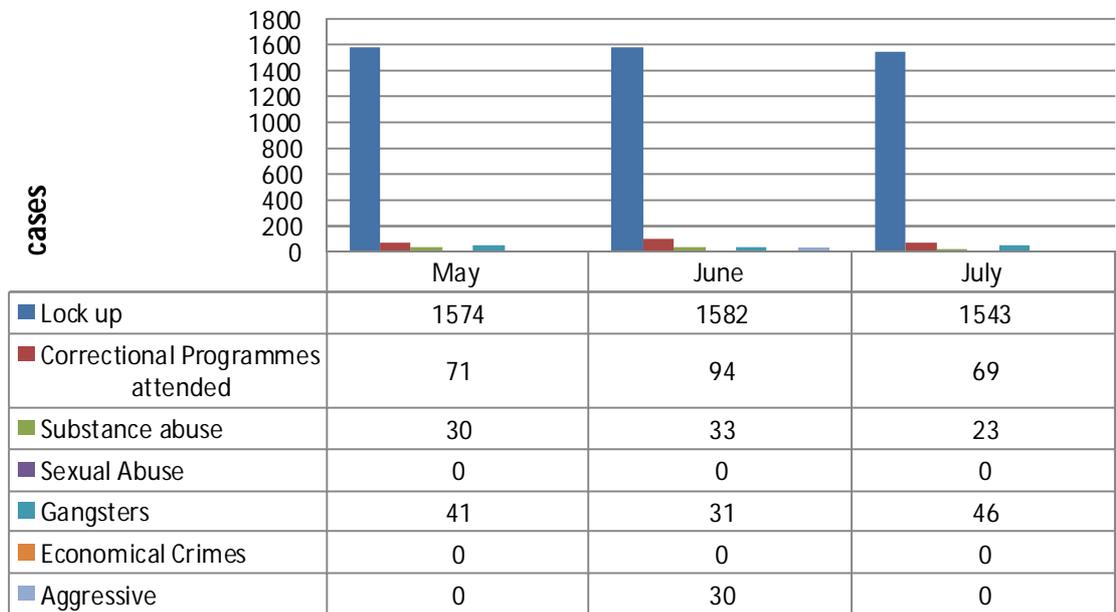
Data was collected for the number of Offenders that were subscribe to newspapers, magazine and that have access to a TV out of the total population of the centre for the past 3 months. The data illustrate in Figure 10 indicate that there were no offender that were subscribe for any newspaper or magazine. The centre has 36 televisions that are installed in the communal cells. The data that are presented reflects information from East London maximum centre. The data were collected by means of observation during period of examination.



Rehabilitation and development programmes for offenders

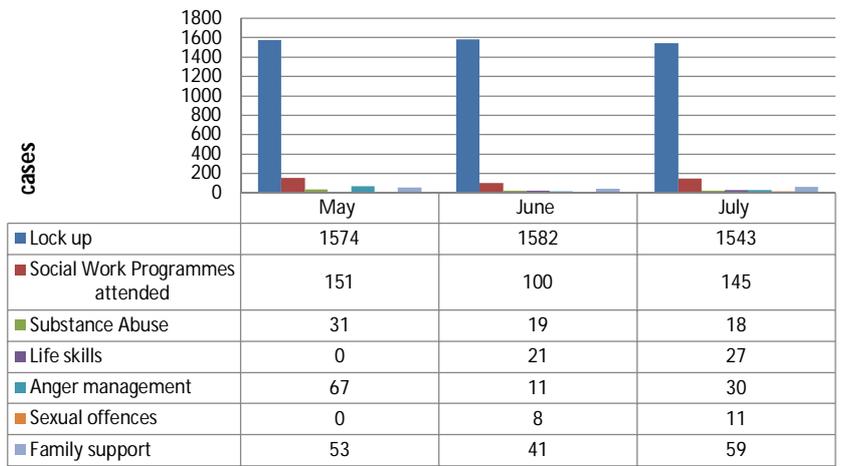
Data was collected for the number of Offenders that attended Correctional programmes. The data also specify what programme was presented and how many did attend the specific programme against the population of the centre for the past 3 months. The data illustrate in Figure 12 indicated that there were 234 Correctional Programmes rendered to Offenders, 86 for substance abuse, 118 for gangsterism, and 30 for aggressive behaviour. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the various attendance registers per programme and the monthly returns for the specific period

Fig 12. List of Correctional Programmes and Offenders attended in the past 3 months

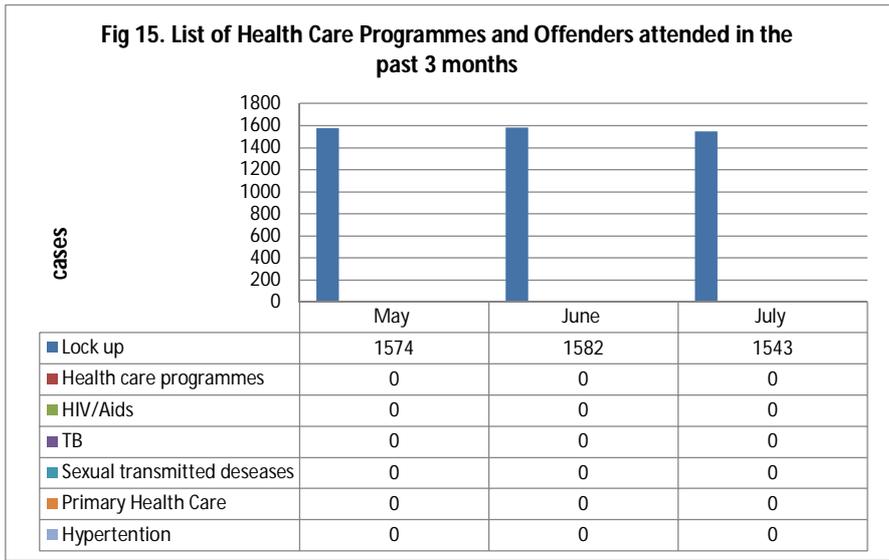


Data was collected for the number of Offenders that attended Social work programmes. The data also specify what programme was presented and how many did attend the specific programme against the population of the centre for the past 3 months. The data illustrate in Figure 14 indicated that there were 396 Social work programmes rendered to Offenders, 68 for substance abuse, 48 for life skills, 108 for anger management, 19 for sexual abuse and 153 for family support. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the various attendance registers per programme and the monthly returns for the specific period.

Fig 14. List of Social work programmes and Offenders attended in the past 3 months

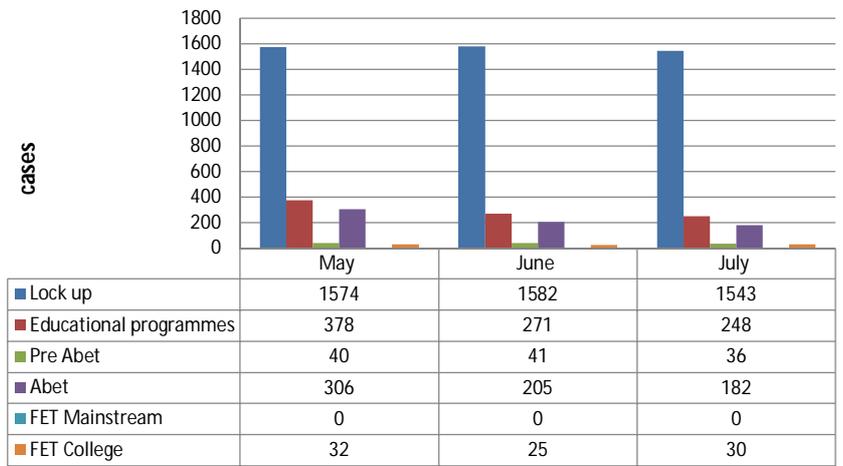


Data was collected for the number of Offenders that attended Health care programmes. The data also specify what programme was presented and how many did attend the specific programme against the population of the centre for the past 3 months. The data illustrate in Figure 15 indicated that there were no health care programmes rendered to offenders. The hospital section could not provide any information to verify attendance. The data that were used for the dissertation were taken from East London maximum centre.



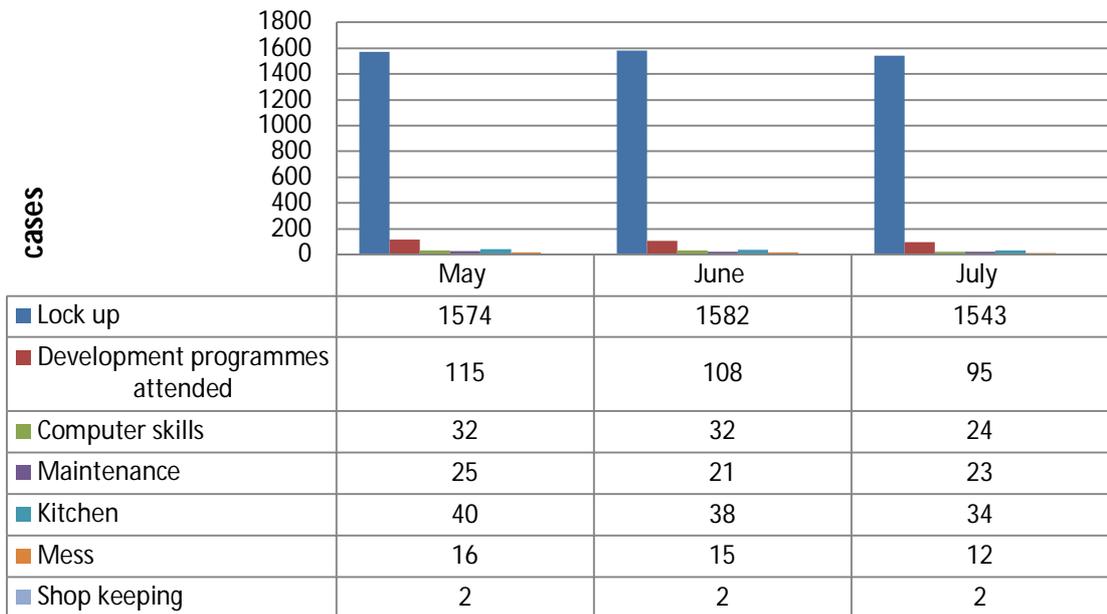
Data was collected for the number of Offenders that attended Educational programmes. The data also specify what programme was presented and how many did attend the specific programme against the population of the centre for the past 3 months. The data illustrate in Figure 16 indicated that there were 378 Educational programmes presented to Offenders, 41 attended Pre Abet, 306 Abet, 32 FET College and none attended FET mainstream. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the various attendance registers per programme and the monthly returns for the specific period.

Fig 16. List of Educational Programmes and Offenders attended in the past 3 months



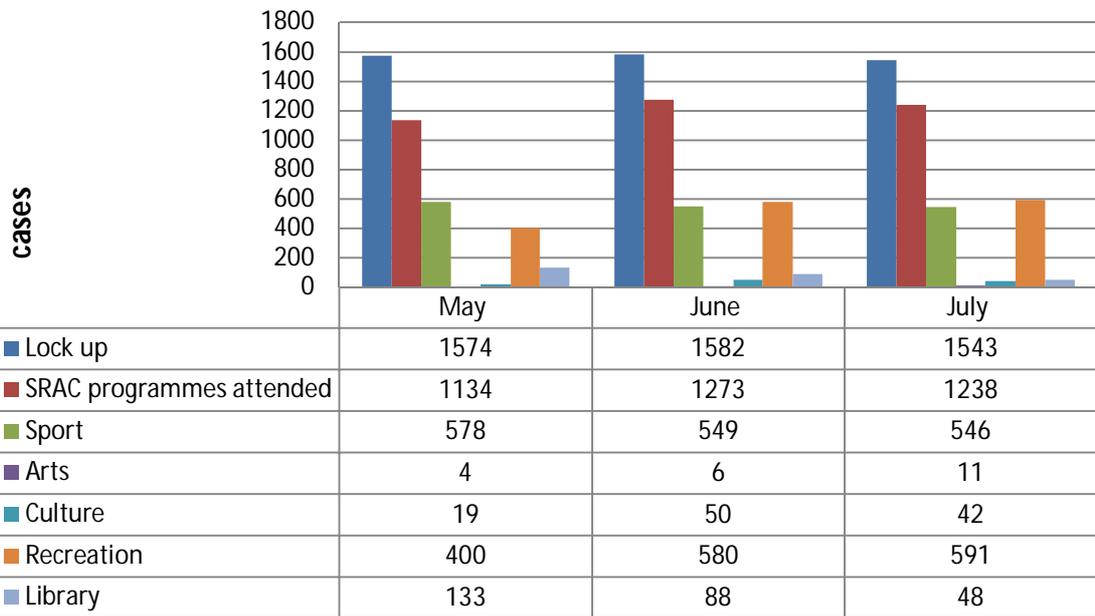
Data was collected for the number of Offenders that attended Development programmes. The data also specify what programme was presented and how many did attend the specific programme against the population of the centre for the past 3 months. The data illustrate in Figure 17 indicated that there were 115 development programmes presented to Offenders, 32 attended Computer training, 25 maintenance, 40 kitchen (nutrition), 16 mess (catering) and 2 shop keeping (business). The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the various attendance registers per programme and the monthly returns for the specific period.

Fig 17. List of Development Programmes and Offenders attended in the past 3 months



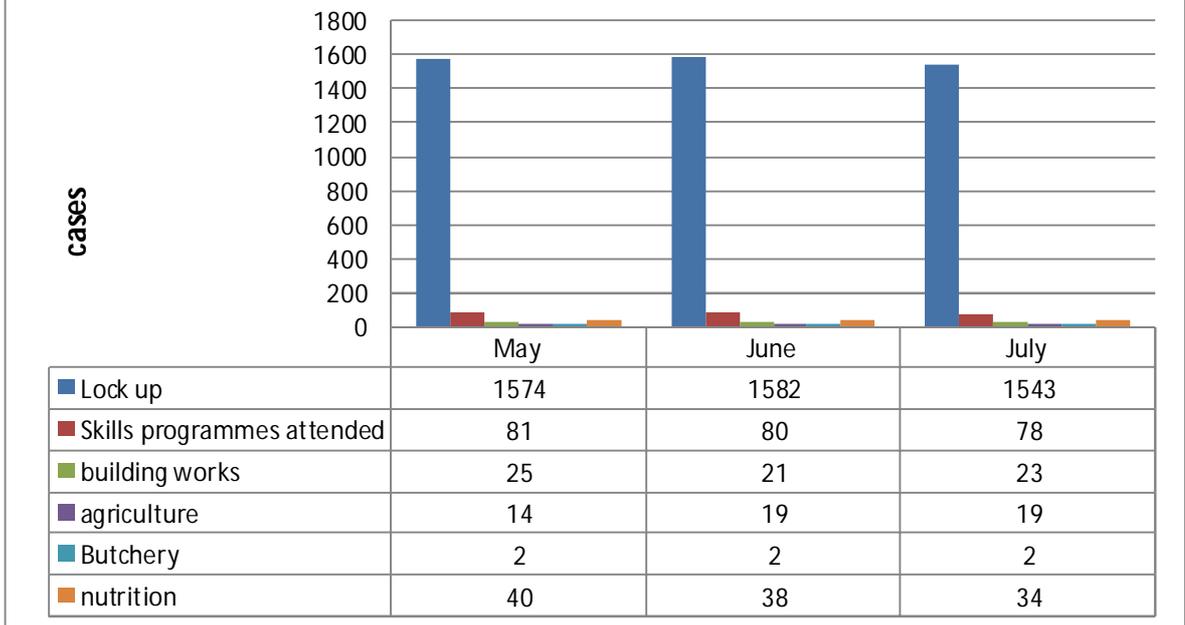
Data was collected for the number of Offenders that attended SRAC (Sport Recreation Arts and Culture) programmes. The data also specify what programme was presented and how many did attend the specific programme against the population of the centre for the past 3 months. The data illustrate in Figure 18 indicated that there were 1273 offenders involved SRAC activities, 578 attended sport, 11 arts, 42 culture, 591 recreation, and 133 in library services. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the various attendance registers per programme and the monthly returns for the specific period.

Fig 18. List of SRAC Programmes and Offenders attended in the past 3 months



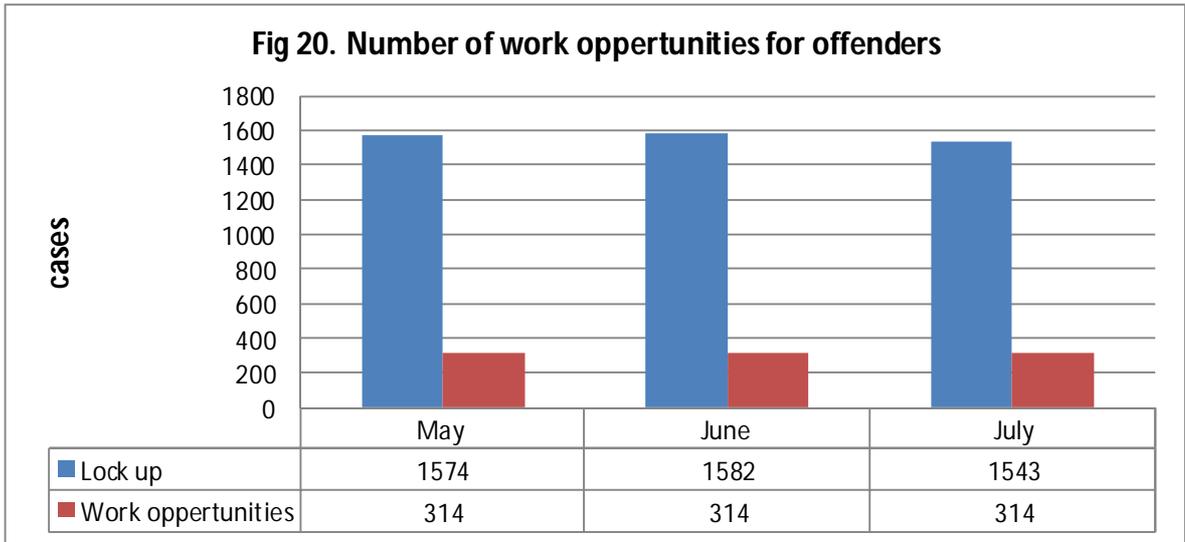
Data was collected for the number of Offenders that attended skills programmes. The data also specify what programme was presented and how many did attend the specific programme against the population of the centre for the past 3 months. The data illustrate in Figure 19 indicated that there were 81 skills transferred to Offenders, 25 maintenance (building works), 18 agriculture, 2 butchery (block man), and 40 kitchen (nutrition). The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the various attendance registers per programme and the monthly returns for the specific period.

Fig 19. List of Skills Programmes and Offenders attended in the past 3 months

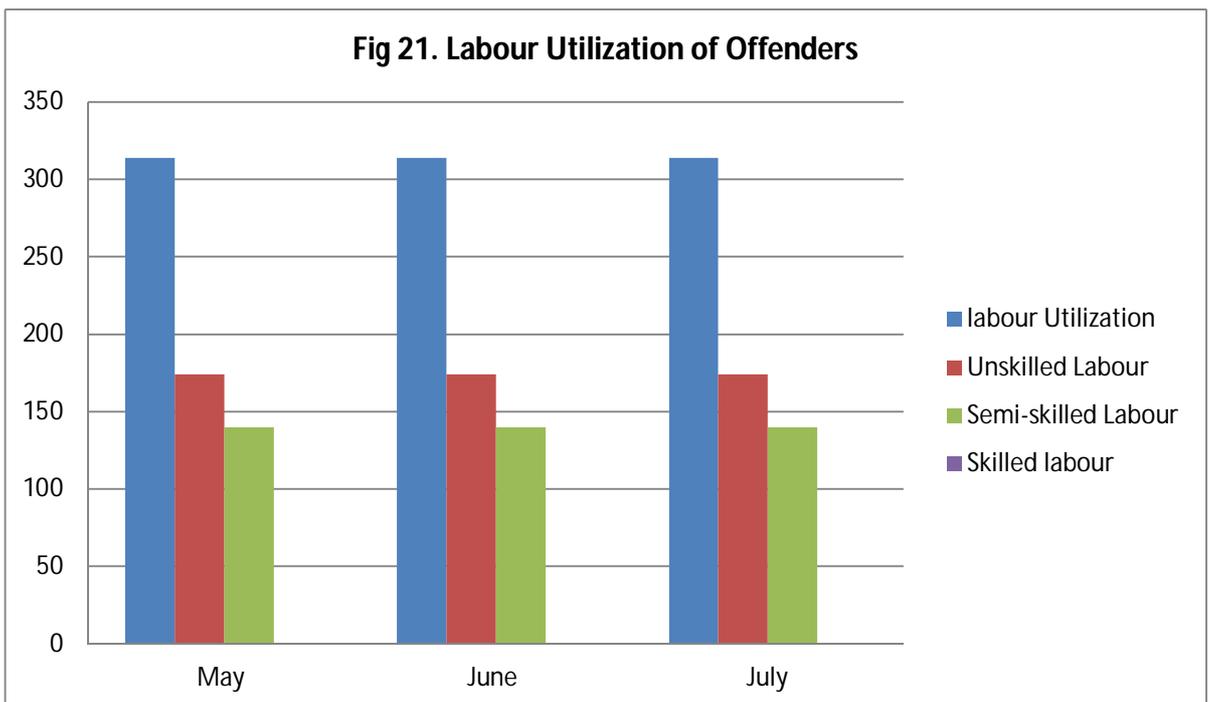


Work Opportunities for offenders

Data was collected for the number of work opportunities that are offered to offenders against the population of the centre for the past 3 months. The data illustrate in Figure 20 indicated that there was 314 approved work opportunities against the population of the centre of 1582. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the labour registers and the monthly returns for the specific period.



Data was collected for the number of work opportunities that are offered to offenders. The data indicates the different types of work opportunities are available which vary from skilled to unskilled labour for the past 3 months. The data illustrate in Figure 21 indicated that there was 174 unskilled and 140 semi-skilled labour opportunities available to offenders against 314 approved post. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the Labour registers and the monthly returns for the specific period

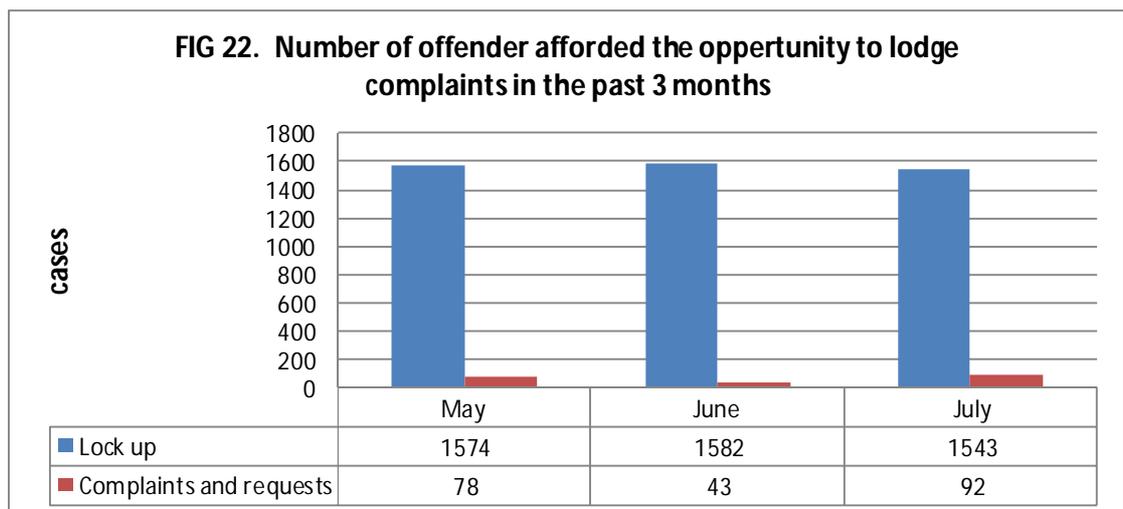


4.5 Results pertaining Case Management

Case management examine whether there are sufficient monitoring tools available to ensure that these needs based interventions are rendered within the required time frame to ensure service delivery. The outcomes for this sub problem are as follows:

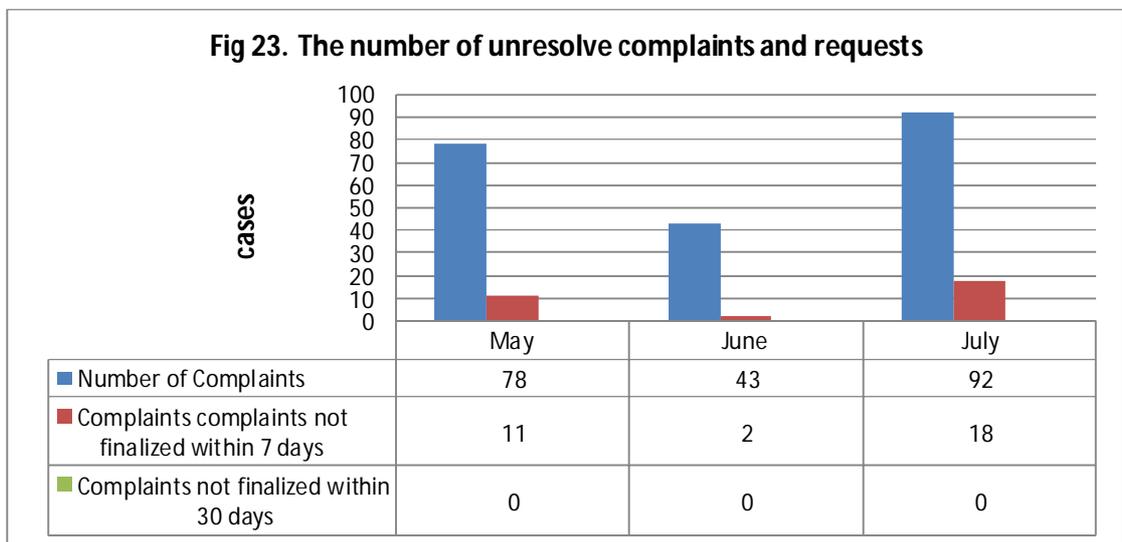
Complaints and requests for offenders

Data was collected for the number of complaints and requests recorded by offenders against the population. The data indicates how many offenders were given the opportunity to lodge a formal complaint or request in the G 365 register for the past 3 months. The data illustrate in Figure 22 indicated that there were 213 recorded complaints and requested for offenders. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the G 365 registers and the electronic register available on the admission and release system for the specific period



Data was collected for the number of complaints and requests recorded by offenders against the number of unresolved complaints. The data indicates

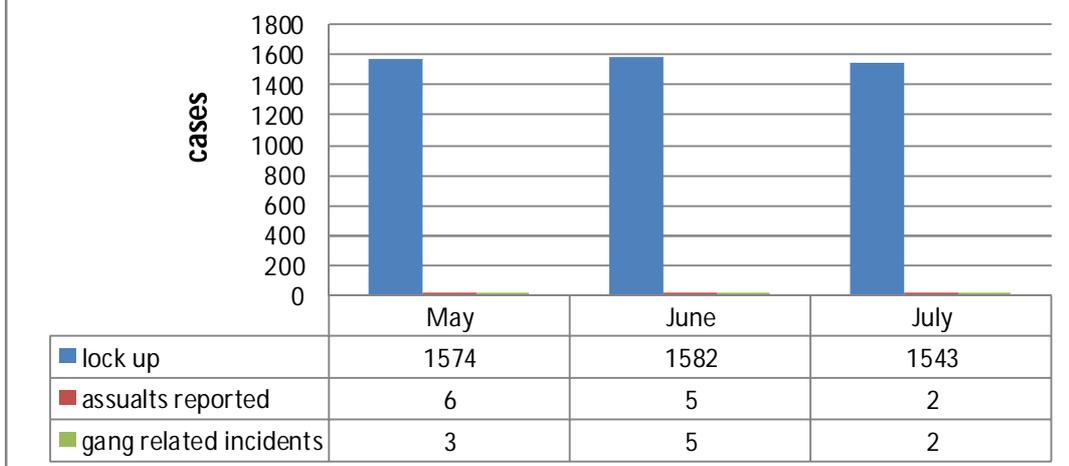
how many offenders were afforded the opportunity to lodge formal complaints/ requests and how many complaints/ requests that were lodge are unresolved after 7 and 30 days respectively for the past 3 months. The data illustrate in Figure 23 indicated that there were 31 unresolved complaints within 7 days recorded and none for within 30 days recorded out of the 213 recorded complaints and requested for offenders. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the G 365 registers and the electronic register available on the admission and release system for the specific period



Dynamic security measures

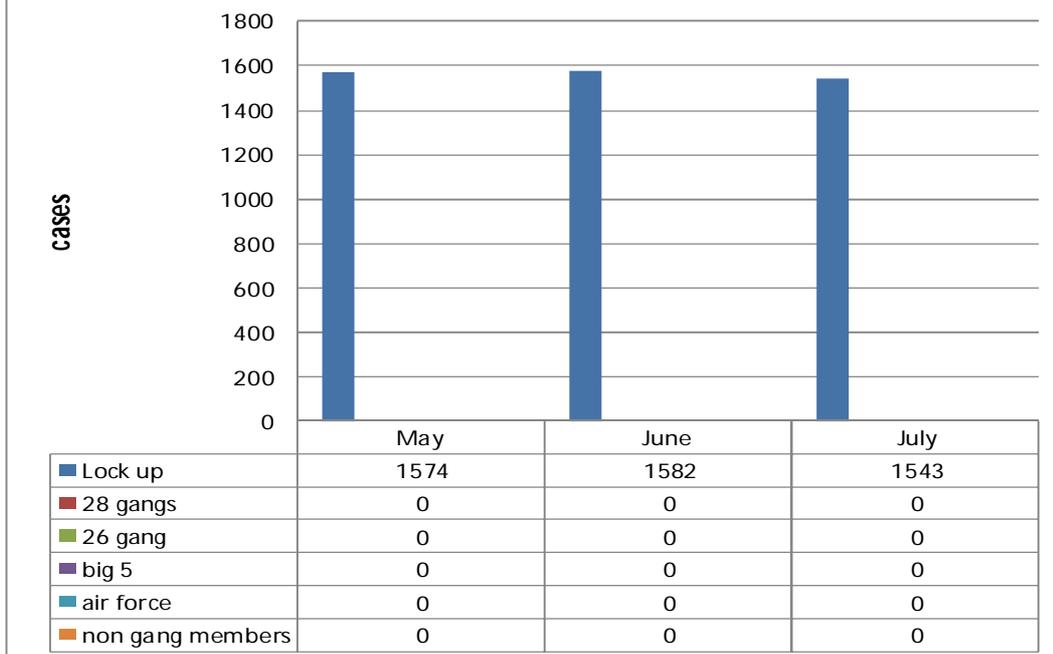
Data was collected for the number of security incidents (assaults and gang activities) recorded within the correctional against the population of the centre. The data indicated the number of assaults accidents that took place within the correctional centre and how many of the incidents were gang related for the past 3 months. The data illustrate in Figure 25 indicated that there were 13 assaults recorded and 10 of them were gang related. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the security incident journal and the monthly return for the specific period

Fig 25. Number of security incidents reported over the past 3 monthse



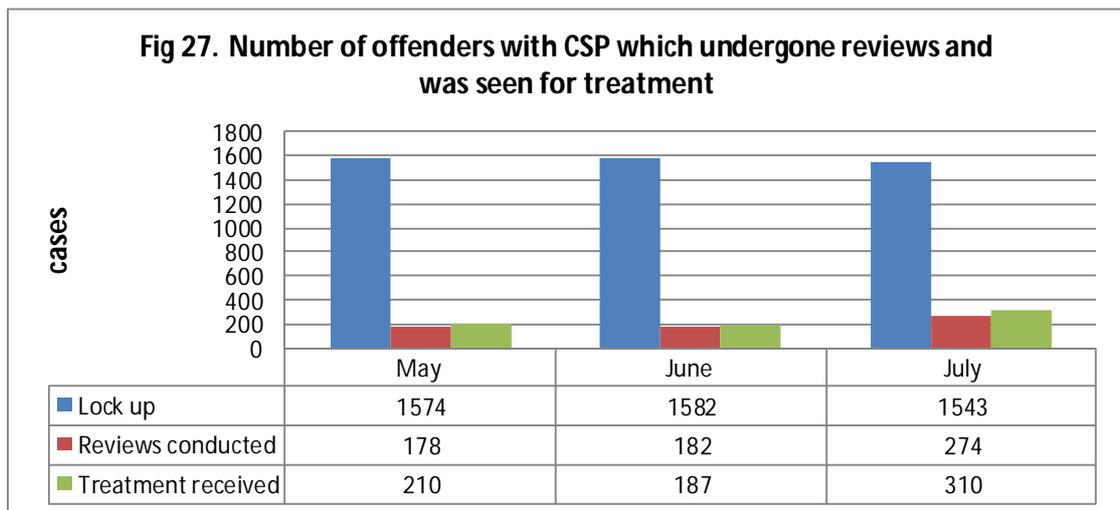
Data was collected for the number of active gangs that operate within the correctional environment. The data indicated how many different gangs operate within the correctional centre and how many offenders are members of that specific gang affiliation for the past 3 months. The data illustrate in Figure 26 indicated that there were no data available at the centre to support the indicator. The data that were used for the dissertation were taken from East London maximum centre.

Fig 26. Number of offender that are gang affiliates vs lock up of the centre



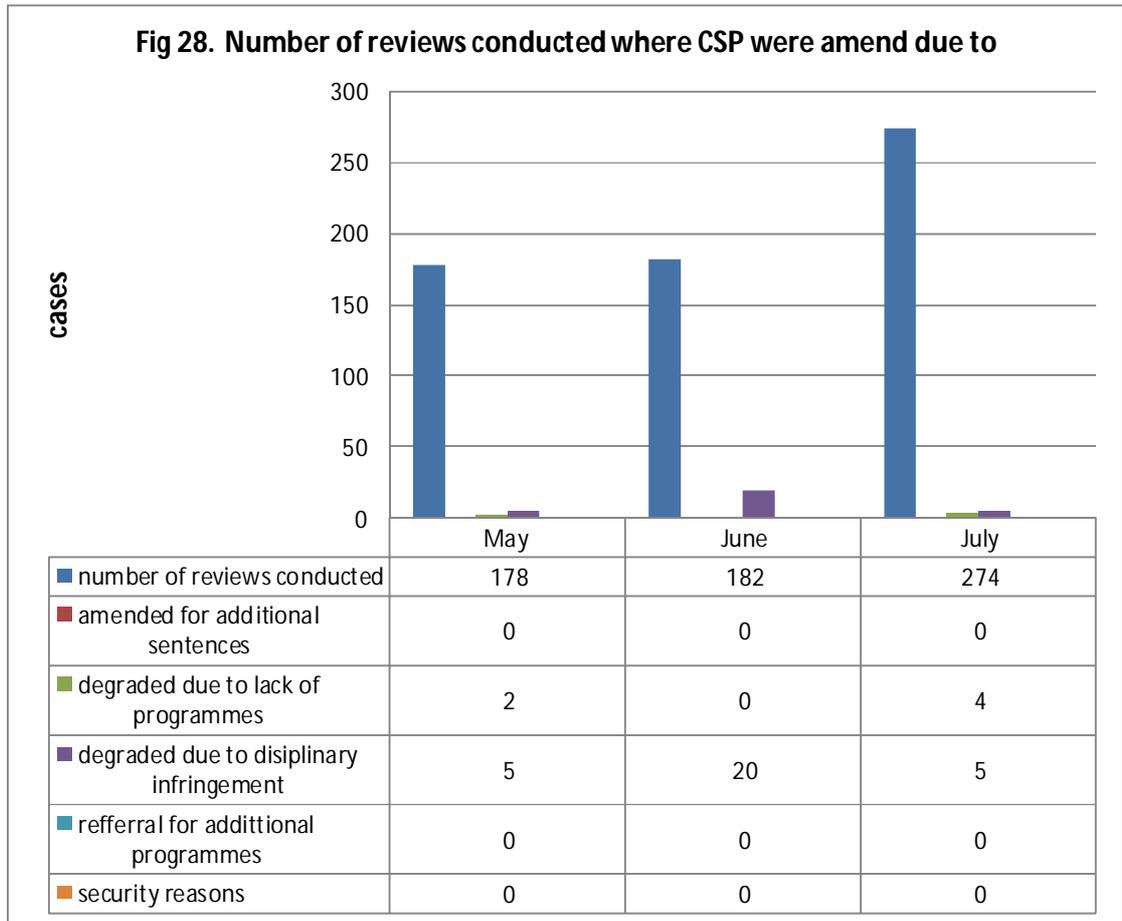
Management of the Correctional Sentence Plan

Data was collected for the number of reviews and treatments sitting that were conducted for offenders with approved correctional sentence plans against the population of the centre. The data indicated how many reviews were conducted on the offenders sentence plans by the Unit managers and how many treatments sitting the CMC conducted on the reviews conducted for the past 3 months. The data illustrate in Figure 27 indicated that there were 634 reviews sittings conducted and 707 treatment sittings for offenders with approved sentence plans. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the minutes and the agendas of the CMC and Unit managers. Monthly returns were also utilized as a source of information

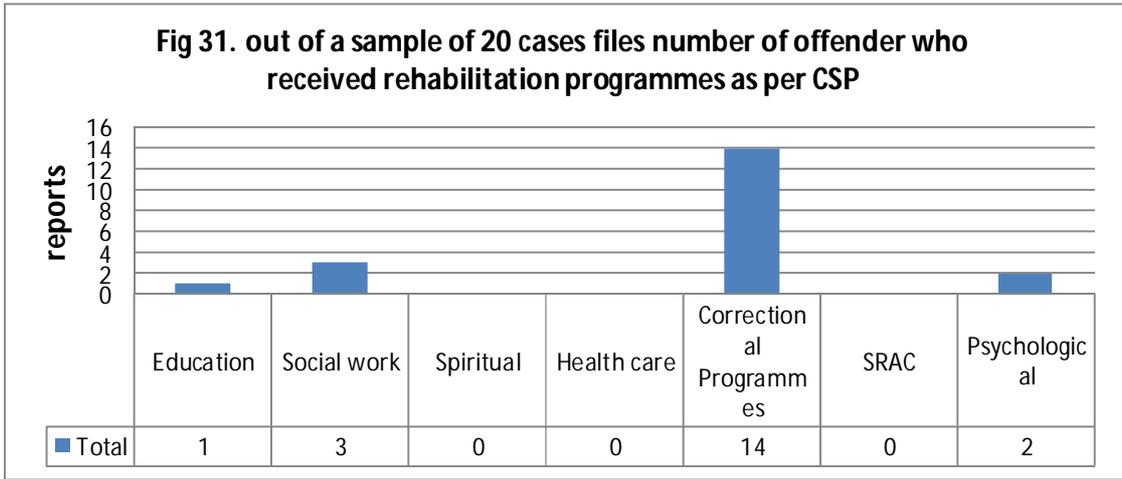


Data was collected for the number of reviews that were conducted for offenders with approved correctional sentence plans and the amendments instituted within the correctional centre. The data indicated how many reviews were amended in terms of additional sentences, lack of participating in programmes, disciplinary infringements, security reason and further referrals by professional development staff for the past 3 months. The data illustrate in Figure 28 indicated that there were 634 reviews sittings conducted and 36 were amended, 6 for lack in participation and 30 due to disciplinary infringements. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the

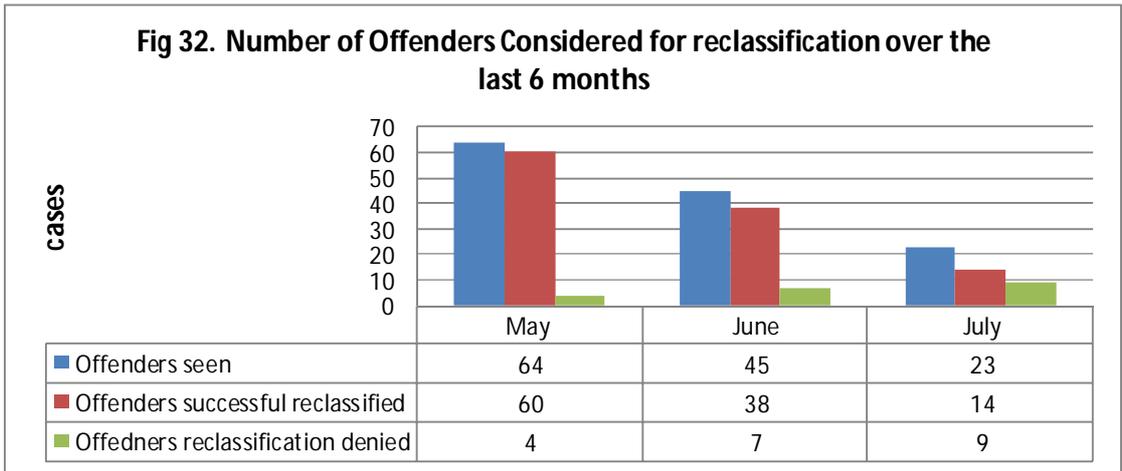
case and institutional files of offenders. Monthly returns were also utilized as a source of information



Data was collected for the number of intervention that was rendered on the correctional sentence plans. The data indicated out of a sample of 20 correctional sentence plans how many of the identified needs were rendered to a specific offender. The data illustrate in Figure 31 indicated that there were 1 educational, 3 social and 2 psychological intervention recorded in the correctional sentence plan out of a sample of 20 case files. 16 offenders were still eligible to attend social work programmes and no progresses were reported in terms of schedule and 14 offenders were eligible to attend school but no progresses were recorded. There was no endorsement about correctional programmes that must be attended. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the selected correctional sentence plans.

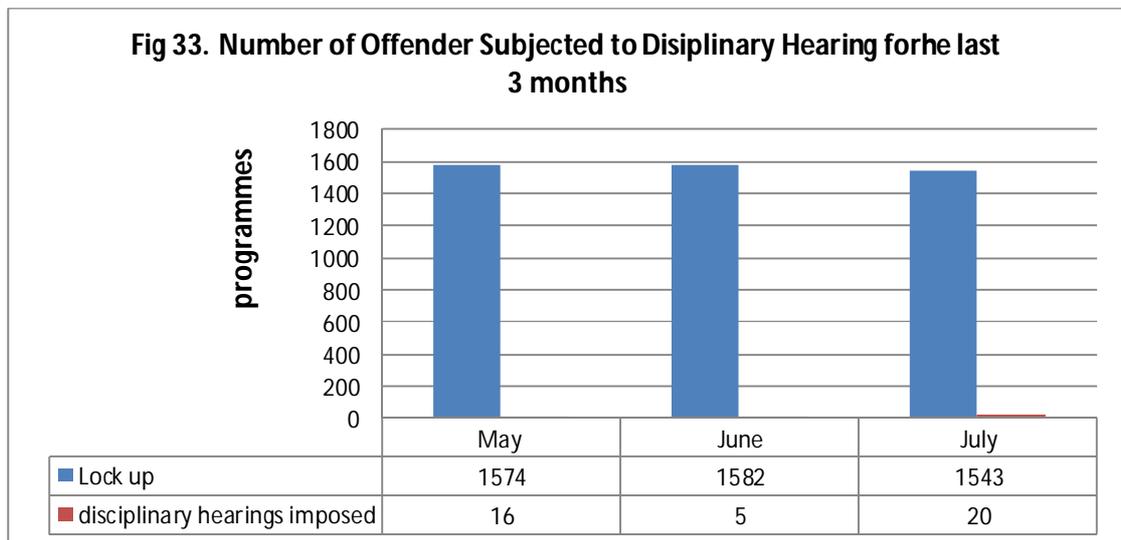


Data was collected for the number of reclassifications that were conducted in the correctional centre. The data indicated how many reclassifications were conducted and how many of the cases that were seen were favourable and how many were not favourable for the past 3 months. The data illustrate in Figure 32 indicated that there were 132 cases considered 112 of them were favourable considered against the 20 that were not favourable. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the agendas and institutional files of offenders. Monthly returns were also utilized as a source of information



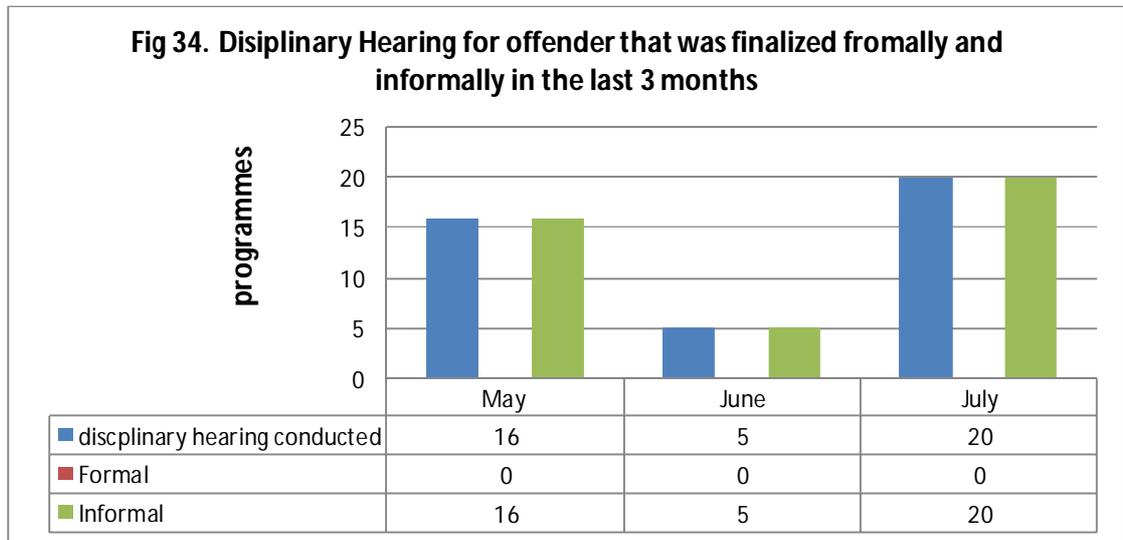
Restriction of amenities for offenders

Data was collected for the number of disciplinary hearings held against offenders versus the population of the centre for the past 3 months. The data indicate the number disciplinary hearing held against offenders that allegedly have transgressed in terms of the disciplinary procedures for offenders. The data illustrate in Figure 33 indicated that there were 41 disciplinary hearing conducted against offenders. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the case files and institutional files. Electronic generated reports from the admission and release system were also utilized. Monthly returns were also utilized as a source of information

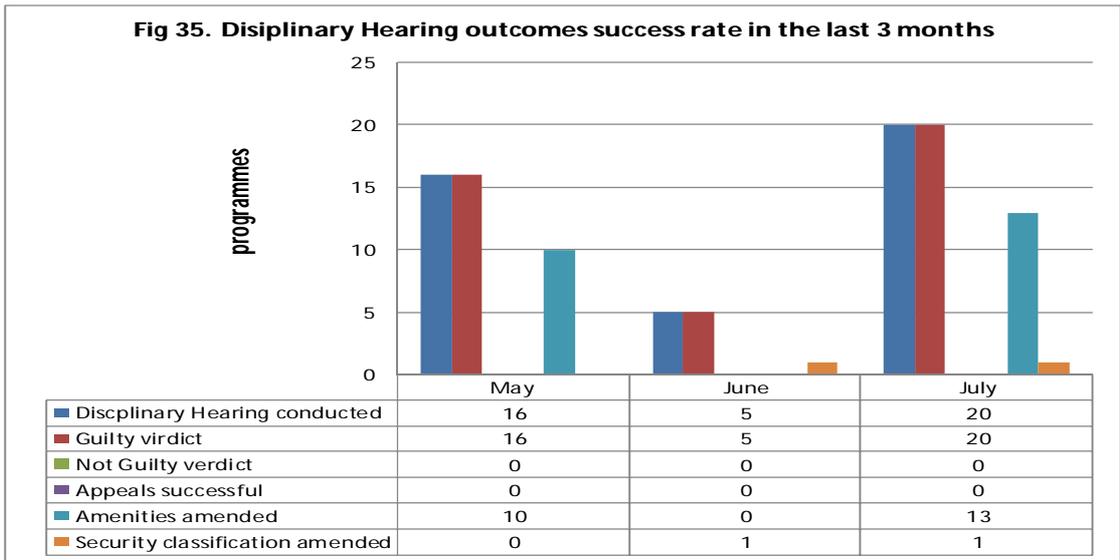


Data was collected for the number of disciplinary hearings conducted against offenders for the past 3 months. The data indicate how many of the hearing were conducted formally and informally as stipulated in the procedural manual for offenders. The data illustrate in Figure 34 indicated that all 41 disciplinary hearing conducted against offenders were informally and no formal hearings were conducted. No formal structure exists in the centre for conducting formal hearing within the correctional centre. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the case files and institutional files. Electronic generated reports from the admission and release system were

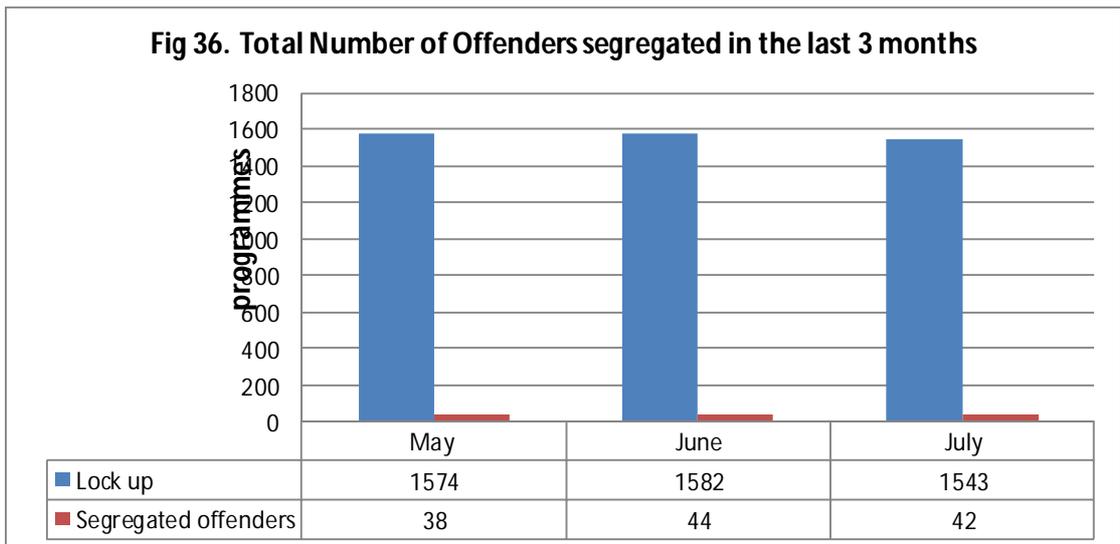
also utilized. Monthly returns were also utilized as a source of information



Data was collected for the number of disciplinary hearings held against offenders versus outcomes of the hearing and the sanctions imposed against the perpetrators for the past 3 months. The data indicate the number disciplinary hearing held against offenders, what the outcome the hearing were and the sanction imposed against the perpetrators. The data illustrate in Figure 35 indicated that there were 41 disciplinary hearing conducted and 41 of them were found guilty of the transgression. 23 perpetrators amenities were amended and 2 security classifications were adjusted. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the case files and institutional files. Electronic generated reports from the admission and release system were also utilized. Monthly returns were also utilized as a source of information

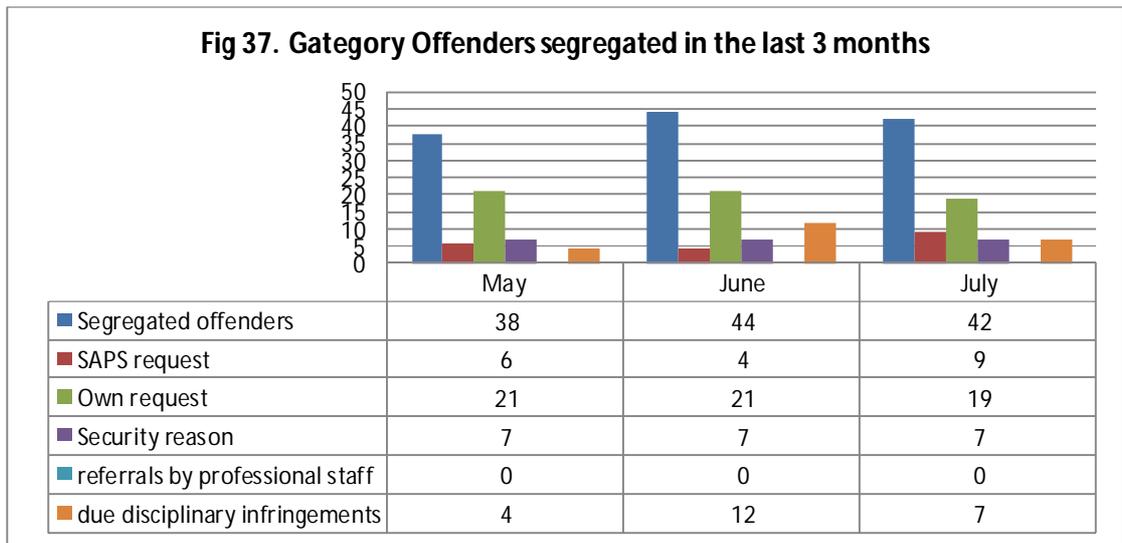


Data was collected for the number of offenders that were segregated against the population of the centre. The data indicated how many offenders were placed in segregation in the centre for the past 3 months. The data illustrate in Figure 36 indicated that there were 44 offenders that were segregated over the last 3 months. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the unlock of the centre and the case/ institutional files of the offenders. Monthly returns were also utilized as a source of information



Data was collected for the number of offenders that were segregated and the purpose of their segregation. The data indicated how many offenders

were placed in segregation and the reason for the segregation for the past 3 months. The data illustrate in Figure 37 indicated that there were 44 offenders that were segregated and 21 were for own request, 9 on request of SAPS, 12 due to disciplinary infringements, and 7 for security reasons over the last 3 months. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the unlock of the centre and the case/ institutional files of the offenders. Monthly returns were also utilized as a source of information



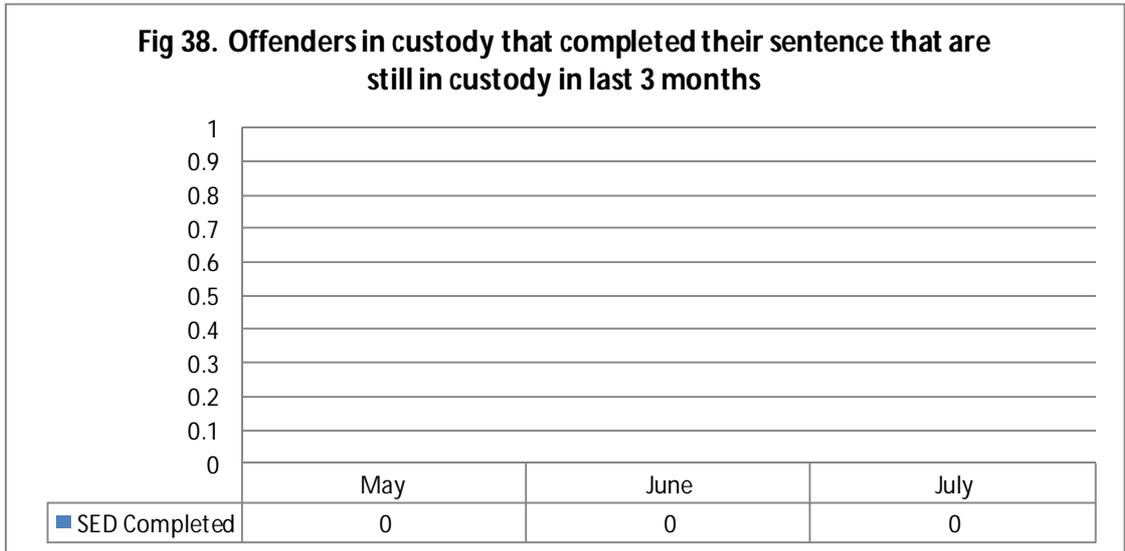
4.6 Results pertaining placement /reintegration of offenders

The placement/ reintegration of offender examine whether offenders that are release/ reintegrated are rehabilitated and developed according the need-based intervention plan that were compiled upon admission and what type of aftercare the department is providing to such offenders. The outcomes for this sub problem are as follows:

Calculation of release dates for offenders

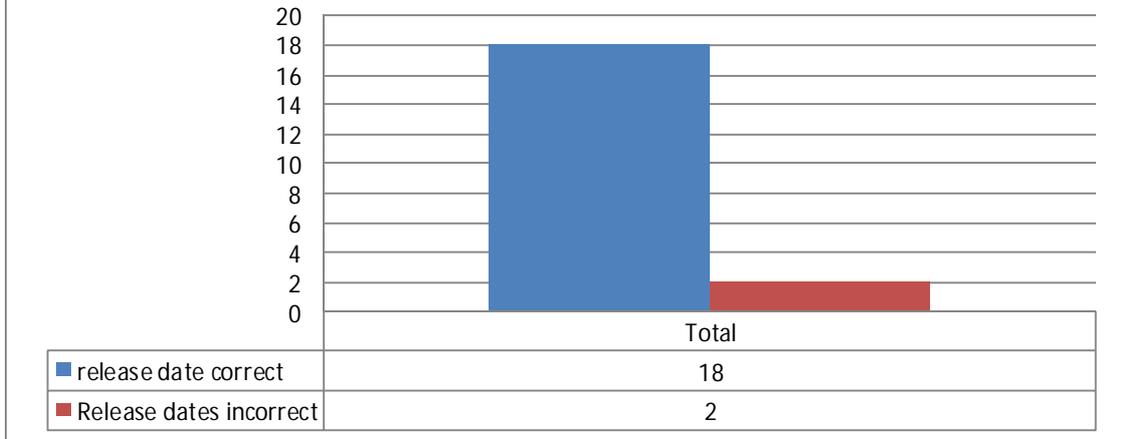
Data was collected for the number of offenders that were still custody after completion of the sentence. The data indicated how many offenders were still in custody after the sentence had expired for the past 3 months. The

data illustrate in Figure 38 indicated that there was no offender in custody over the last 3 months. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from admission and release system. Monthly returns were also utilized as a source of information



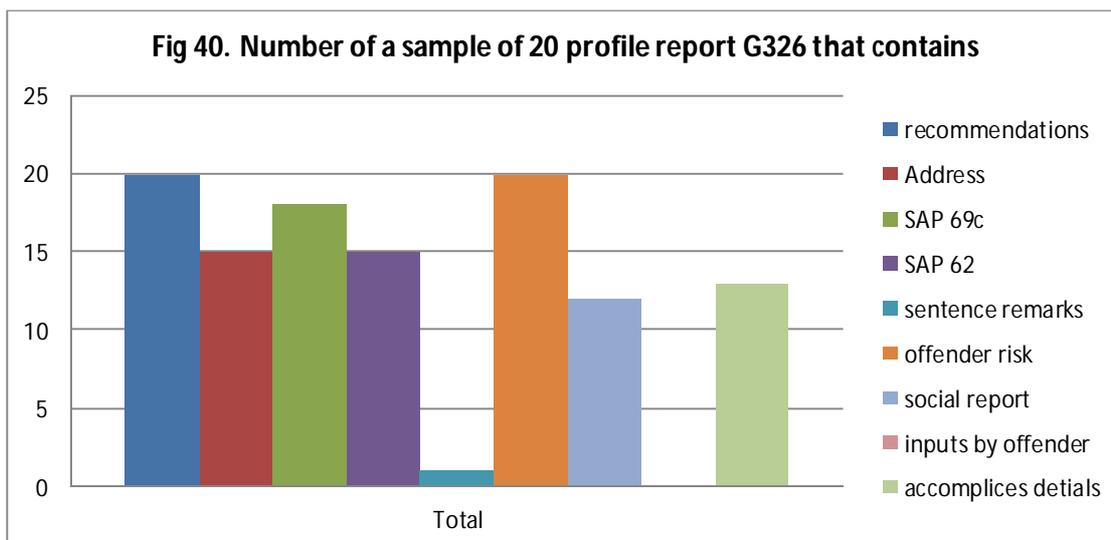
Data was collected to ensure that offenders released dates were correctly calculated in the centre. The data indicated out of a sample of 20 Institutional files how many of the cases released dates were correctly calculated as per detail report and the according the admission and release system. The data illustrate in Figure 39 indicated that 18 out of the 20 files release date were calculated correctly. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the selected institutional files and the admission and release system.

Fig 39. Out of a sample of 20 cases offenders release dates calculated correctly

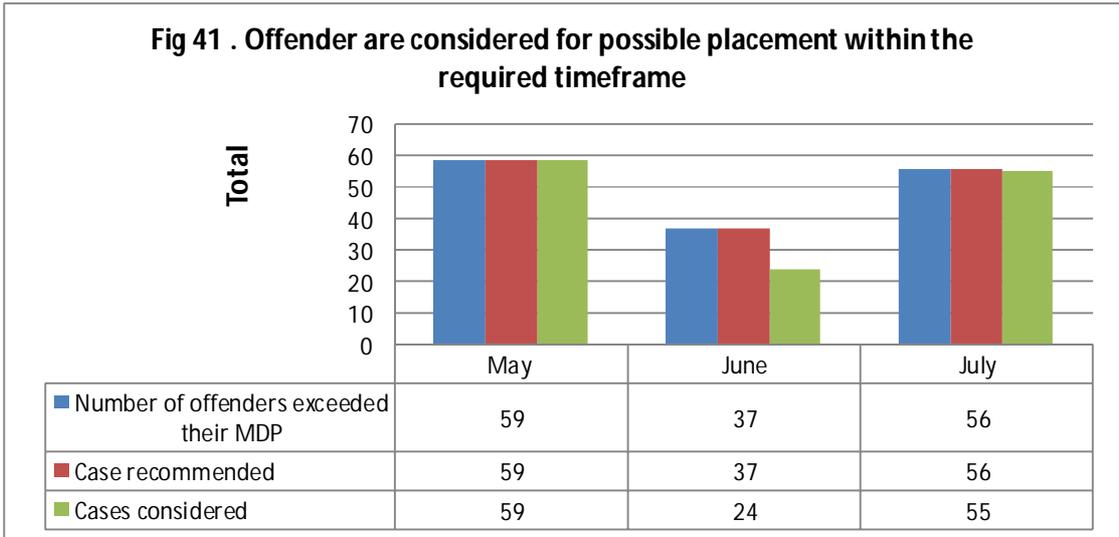


Placement of offenders

Data was collected to ensure that offenders that were considered for possible placement did have the required information enclosed in the application to the Correctional Supervision and Parole Board. The data indicated out of a sample of 20 profile reports G 326 how many of them has information concerning the address, SAP 62, SAP 69, a complete recommendation, sentence remarks, offender risk profile, social worker reports, accomplice details, and inputs from the offender. The data illustrate in Figure 40 indicated that there were 15 address confirmations, 15 cases with SAP 62, 18 cases with SAP 69, 20 cases with complete recommendations , 2 cases with sentence remarks, 20 offender risk profile, 12 cases with social worker reports, 14 accomplice details, and no inputs from the offender. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the selected profile reports that were prepared for the Correctional Supervision and Parole Board.



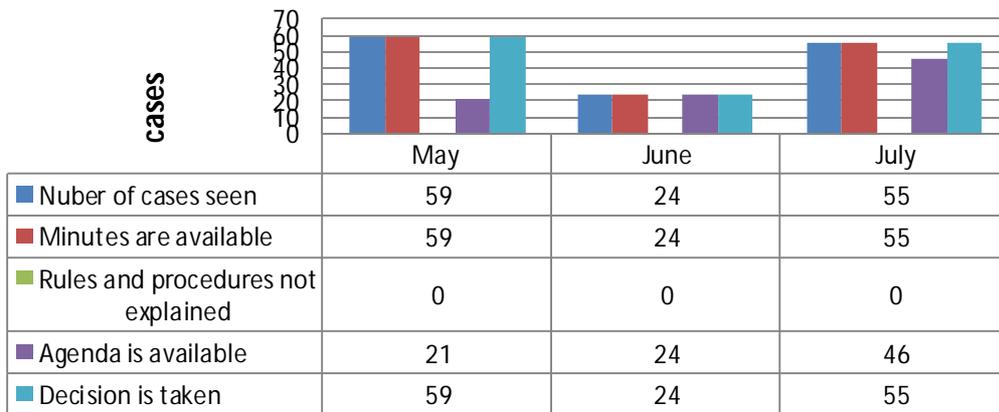
Data was collected for the number of offenders that exceeded the minimum detention period that have not yet been considered for possible placement. The data indicated how many offenders had exceeded the minimums that were not recommended by the Case Management Committee for possible consideration by the Correctional Supervision and Parole Board. The data also indicated the number of offenders that were seen by the Case Management Committee for possible placement but without any decision from the Correctional Supervision and Parole Board. The data illustrate in Figure 41 indicated that there were 152 offenders that had exceeded the minimum detention period and all of them were seen by the Case Management Committee for the recommendations and 138 was seen by the Correctional Supervision and Parole Board for possible placement. 14 offenders were not yet considered for possible placement after the respective minimum release date for the last 3 months. The data that were used for the dissertation were taken from Correctional Supervision and Parole Board of East London Management Area. The data were collected from profile register and agendas. Monthly returns were also utilized as a source of information



The compliance in terms of the PAJA (Promotion on Administrative Justice Act, Act 2 of 2000) and the PAIA (Promotion of Access to Information Act, Act 2 of 2000) during the consideration of offenders

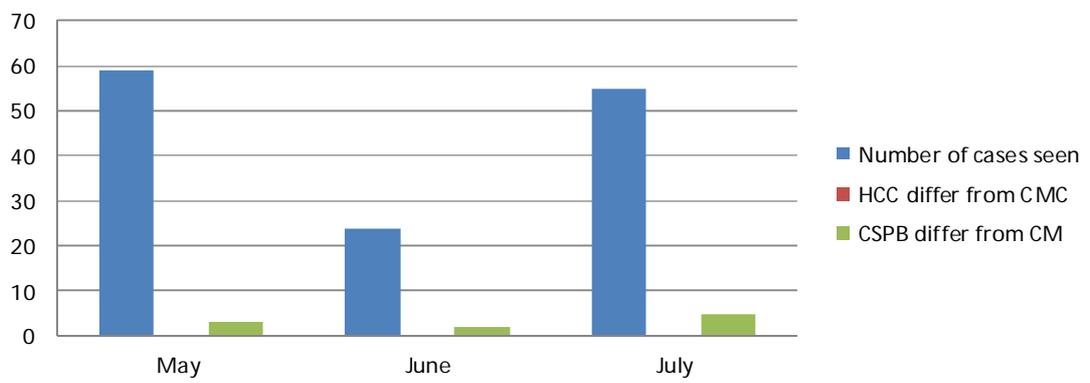
Data was collected for the number of offenders that were seen by the Correctional Supervision and Parole Board for possible placement where the Promotion on Administrative Justice Act and Promotion of Access to Information Act were adhered to. The data indicated how many offenders had been seen by the CSPB and whether all the offenders that had been seen had minutes for the proceedings, an agenda were given within time frames, and that the rules and procedures were explained to the offender in writing. The data illustrate in Figure 42 indicated that there were 138 seen by the Correctional Supervision and Parole Board for possible placement, agendas were available for 91 offenders, none indicated that the rules were explained to the offender and all of them had minutes of the hearing with a written decision of the board for the last 3 months. The data that were used for the dissertation were taken from Correctional Supervision and Parole Board of East London Management Area. The data were collected from profile register and agendas. Monthly returns were also utilized as a source of information

Fig 42. Number of Scheduled CSPB Sitting for the past 3 months where

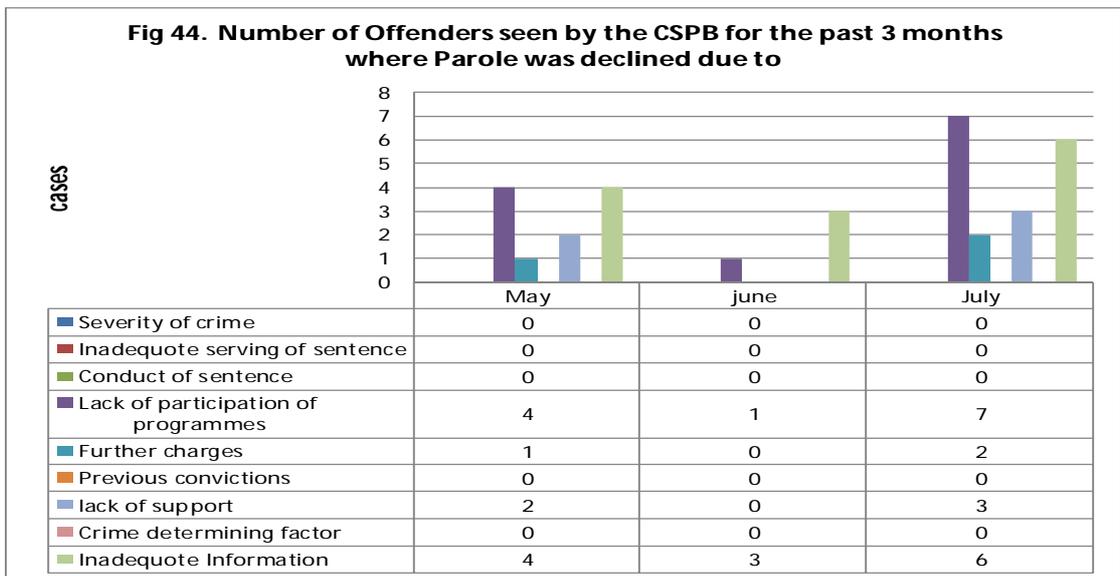


Data was collected for the number of offenders that were seen by the Correctional Supervision and Parole Board for possible placement, where the decision differs from the recommendation. The data indicated how many of decisions that were taken by the Correctional Supervision and Parole Board differed from the recommendation of the Case Management Committee for possible placement in the past 3 months. The data illustrate in Figure 43 indicated that there 138 profile reports presented to the Correctional Supervision and Parole Board and 10 case were different from the recommendation of the Case Management Committee. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the selected profile reports that were prepared for the Correctional Supervision and Parole Board.

Fig 43. Number of Offenders seen by the CSPB where decision differ from recommendation

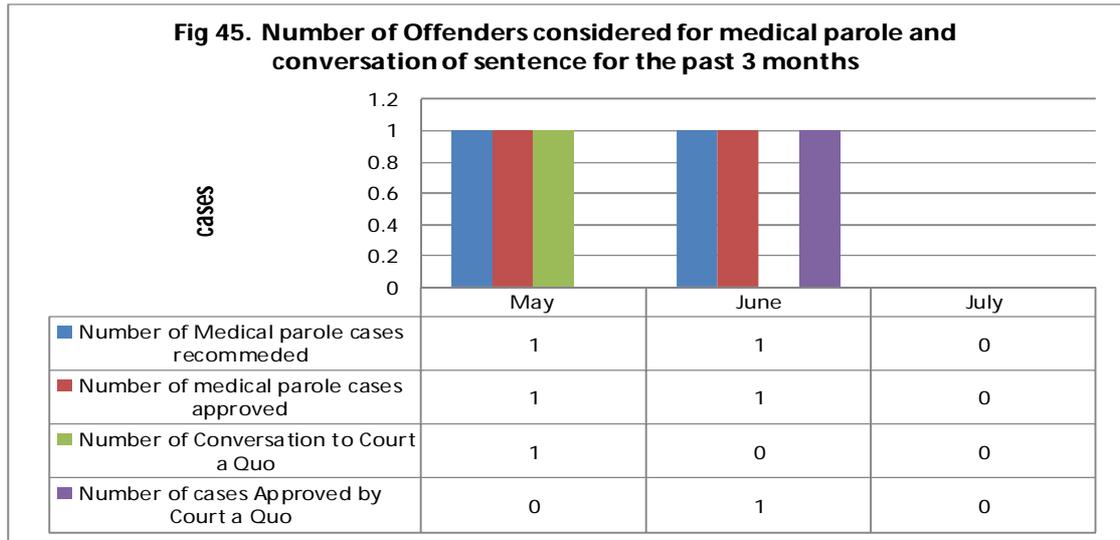


Data was collected for the number of offenders that were seen by the Correctional Supervision and Parole Board for possible placement, where the placements were declined in the last 3 months. The data indicated how many offenders placement were declined due to severity of crime, inadequate serving of sentence, conduct of the sentence, lack of participation in programmes, further charges, previous convictions, lack of support inadequate information or crime determining factor in the past 3 months. The data illustrate in Figure 44 indicated that there were none for severity of crime, none for inadequate serving of sentence, none for conduct of the sentence, 12 for lack of participation in programmes, 3 for no further charges, none for previous convictions, 5 for lack of support, 13 for inadequate information or none crime determining factor given by the Correctional Supervision and Parole Board. The data that were used for the study were taken from East London maximum centre. The data were collected from the selected profile reports and the profile registers. Monthly returns were also taken into account.



Data was collected for the number of offenders that were considered for possible placement under medical parole and for possible conversion of sentence to the court a quo. The data indicated how many applications for medical parole and possible conversion to court a quo were submitted and how many were approved by the delegated body in the past 3 months. The

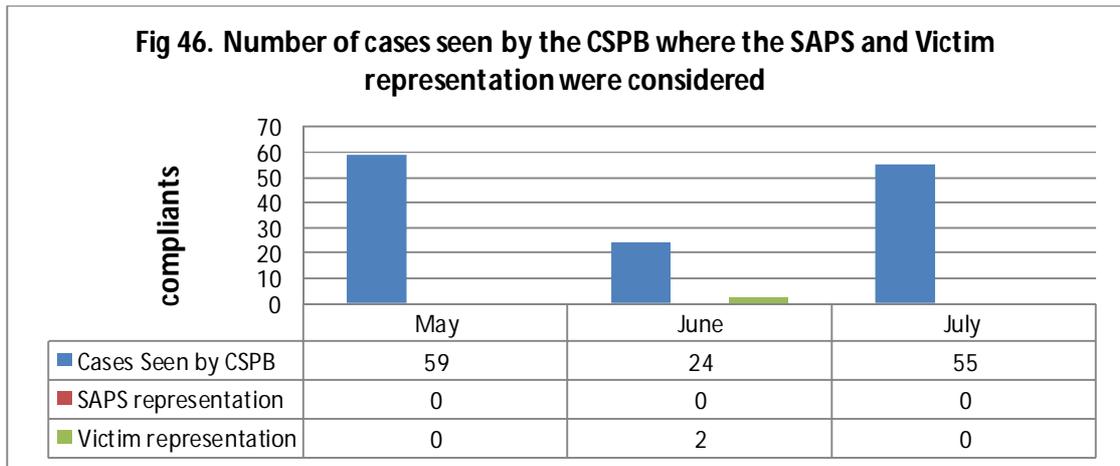
data illustrate in Figure 45 indicated that there were 2 cases for medical parole and 1 case for conversion of sentence considered and recommend for placement and all three cases were approved. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the selected profile reports and profile register of the Case Management Committee and Correctional Supervision and Parole Board.



South African Police Service and victims of crime presentation

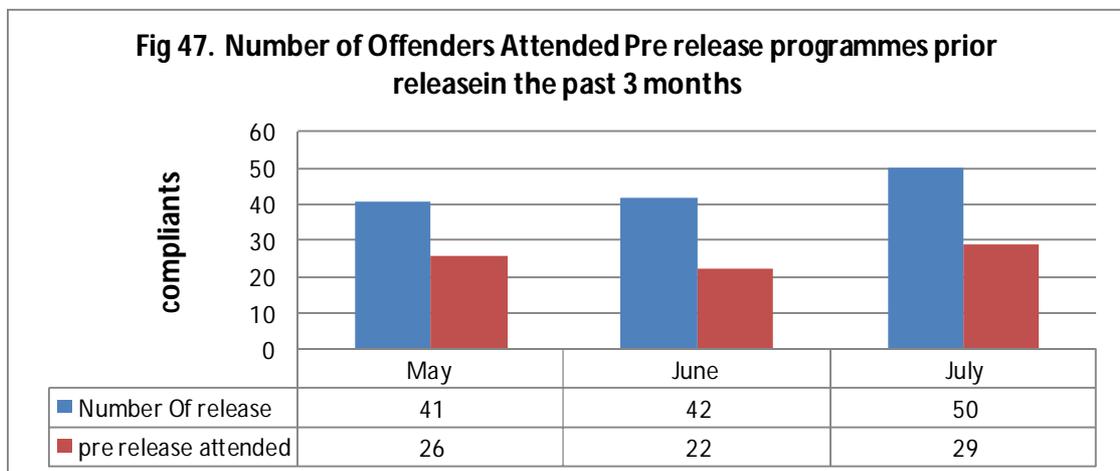
Data was collected for the number of offenders that were considered for possible placement by the Correctional Supervision and Parole Board where the victim and the South African Police Service were afforded the opportunity to make a representation. The data indicated how many cases were seen by the Correctional Supervision and Parole Board for possible placement and how many of them did have presentation from the South African Police Service (SAPS) and the Victim in the past 3 months. The data illustrate in Figure 46 indicated that there were 138 cases seen by the Correctional Supervision and Parole Board for possible placement and in 2 cases there were victim representation and no South African Police Service presentation were made for the period under review. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the selected profile reports and profile register

of the Case Management Committee and Correctional Supervision and Parole Board.

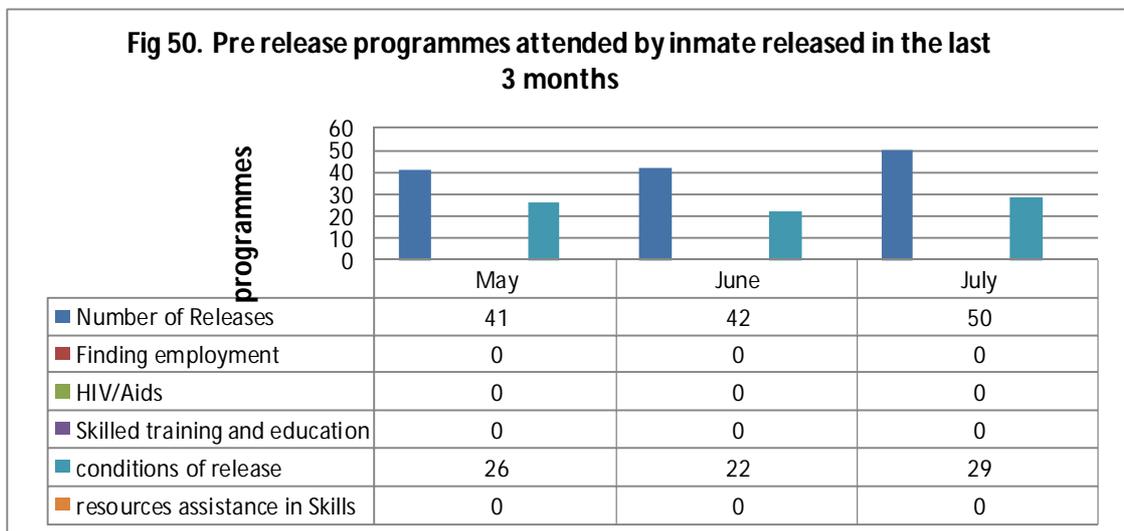


Pre- release programmes and temporary leave for offenders

Data was collected for the number of offenders that were released that undergone pre lease programmes in the past 3 months. The data indicated how many offenders were subjected to pre-release programmes prior the release. The data illustrate in Figure 47 indicated that 133 offenders were released 77 of them were subjected to pre-release programmes. The data that were used for the dissertation were taken from East London Female centre and Mdantsane correctional centre. The data were collected from the admission and release list, the name list and attendance list for pre-release programmes. Monthly returns were verified accordingly.

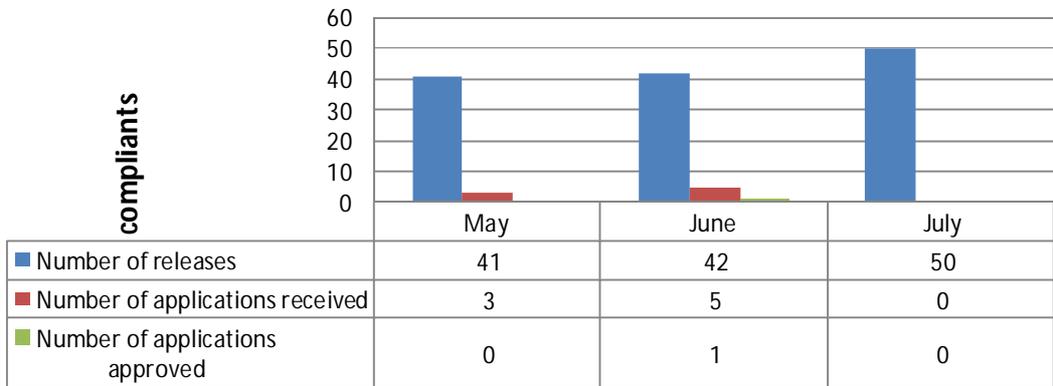


Data was collected for the number of offenders that were released that undergone pre release programmes in the past 3 months. The data indicated how many offenders were subjected to pre-release programmes and the different programmes that the offender did attend prior the release. The data illustrate in Figure 50 indicated that 133 offenders were released 77 of them were subjected to pre-release programmes which only address the conditions of release. The data that were used for the dissertation were taken from East London Female centre and Mdantsane correctional centre. The data were collected from the admission and release list, the name list and attendance list for pre-release programmes. Monthly returns were verified accordingly.



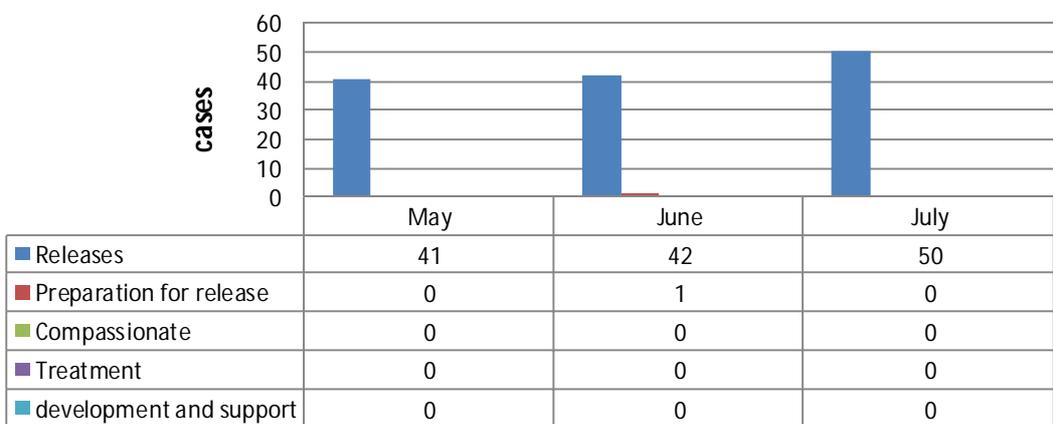
Data was collected for the number of offenders that were released that were afforded the opportunity to apply for temporary leave from the correctional centre prior the release in the last 3 months. The data indicated how many offenders were afforded did apply for temporary leave and how many of the applications were approved as part of the reintegration process. The data illustrate in Figure 49 indicated that 133 offenders were released and 8 offenders did submitted applications for temporary leave but only one was approved The data that were used for the dissertation were taken from East London Female centre and Mdantsane correctional centre. The data were collected from the admission and release list and the institutional files. Monthly returns were verified accordingly.

Fig 49. Number of temporary release approved in the past 3 months



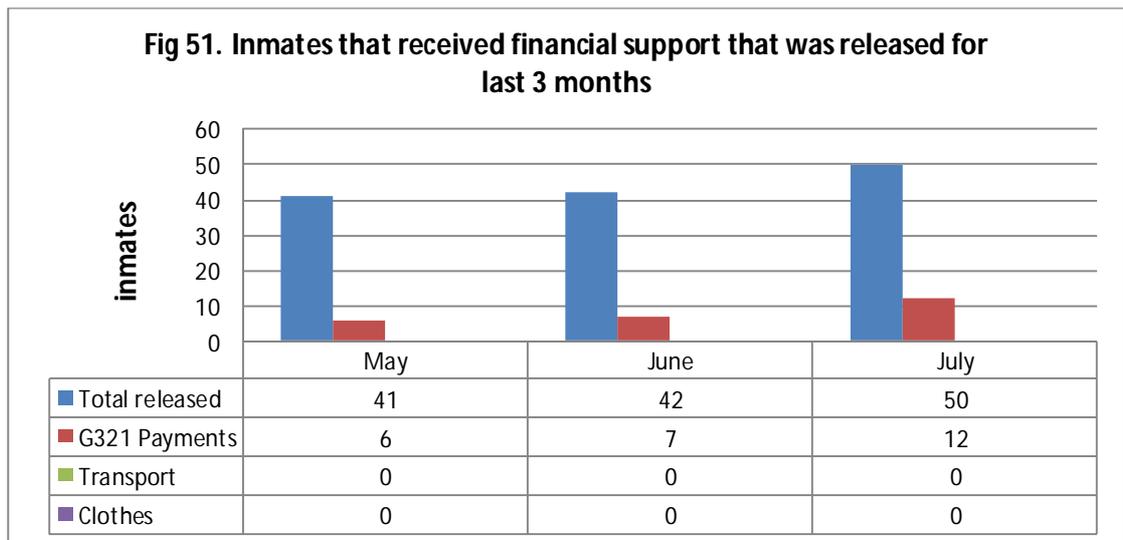
Data was collected for the number of offenders that were released that were afforded the opportunity to temporary leave the correctional centre. The data indicated how many offenders were afforded the opportunity to temporary leave the correctional centre for a weekend as part of their reintegration process. The data illustrate in Figure 48 indicated that 133 offenders were released and 1 offender was afforded the opportunity to leave the centre for a weekend for preparation for release as part of their reintegration process for the last 3 months. The data that were used for the dissertation were taken from East London Female centre and Mdantsane correctional centre. The data were collected from the admission and release list and the institutional files. Monthly returns were verified accordingly.

Fig 48. Temporarily leave granted to inmates that were release in past 3 months in terms of



Financial and material support to offenders

Data was collected for the number of offenders that were released that were provided with material support by the Department upon the release in the past 3 months. The data indicated how many offenders were released and how many received financial support, transport allowance, and clothing allowance upon the release. The data illustrate in Fig 51 indicated that 133 offenders were released and 25 of the released offender were only provided with financial support to assist them to get home. The data that were used for the dissertation were taken from East London Female centre and Mdantsane correctional centre. The data were collected from the admission and release list, the name list and attendance list for pre-release programmes. Monthly returns were verified accordingly.

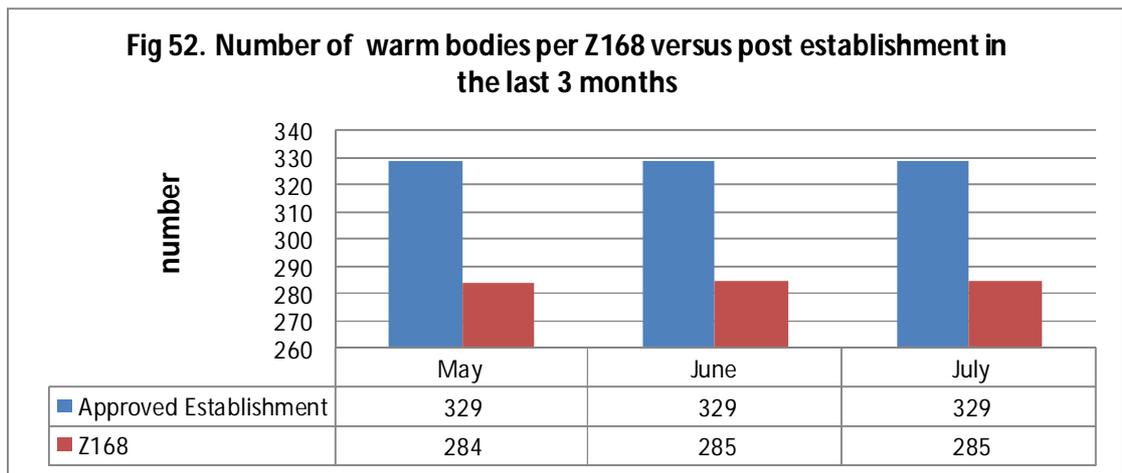


4.7 Results pertaining the human resources on the ORP

Human resources examine whether there are sufficient have sufficient resources and processes available to ensure that the Department of Correctional Service fulfill the mandate. The outcomes for this sub problem are as follows:

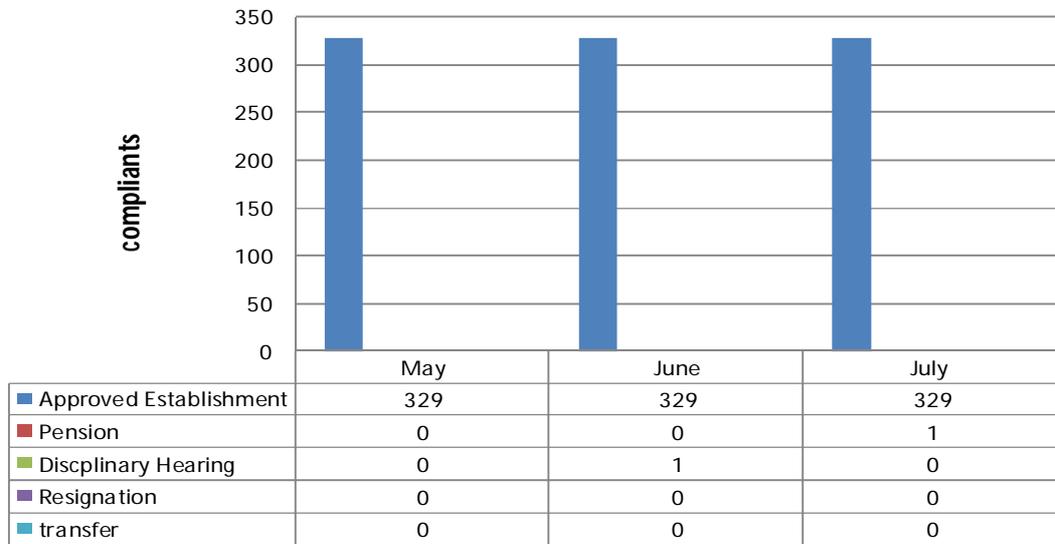
Retention strategy of the Department of Correctional Service

Data was collected for the approved establishment for the correctional centre against the number of officials that were actually working at the facility in the past 3 months. The data indicated how many officials are approved to work at the correctional centre and how many is actually working at the centre as per Z 168. The data illustrate in Figure 52 indicated that an approved establishment of 329 officials but only 284 officials were working at the centre as per Z 168. The data that were used for the dissertation were taken from East London Maximum correctional centre. The data were collected from the electronic generated post establishment and the Z 168. Monthly returns were verified accordingly

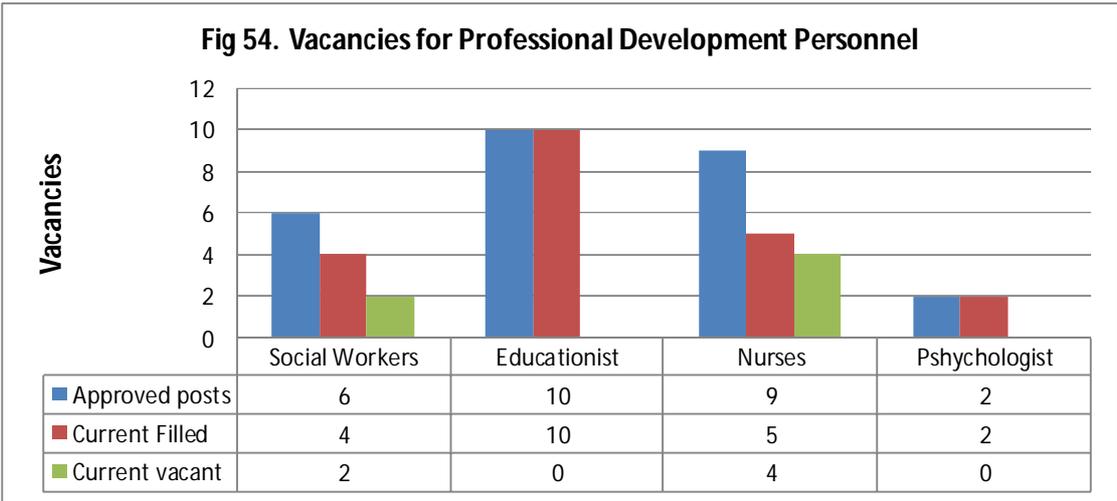


Data was collected for the approved establishment for the correctional centre against the number of officials that had exiting the centre in the last 3 months. The data indicated how many officials did exit the department for various reasons. The data illustrate in Figure 53 indicated that were 2 officials that exit the department in the last 3 months, 1 for a disciplinary transgression and 1 due to pension. The data that were used for the dissertation were taken from East London Maximum correctional centre. The data were collected from the electronic generated post establishment and the. Monthly returns were verified accordingly

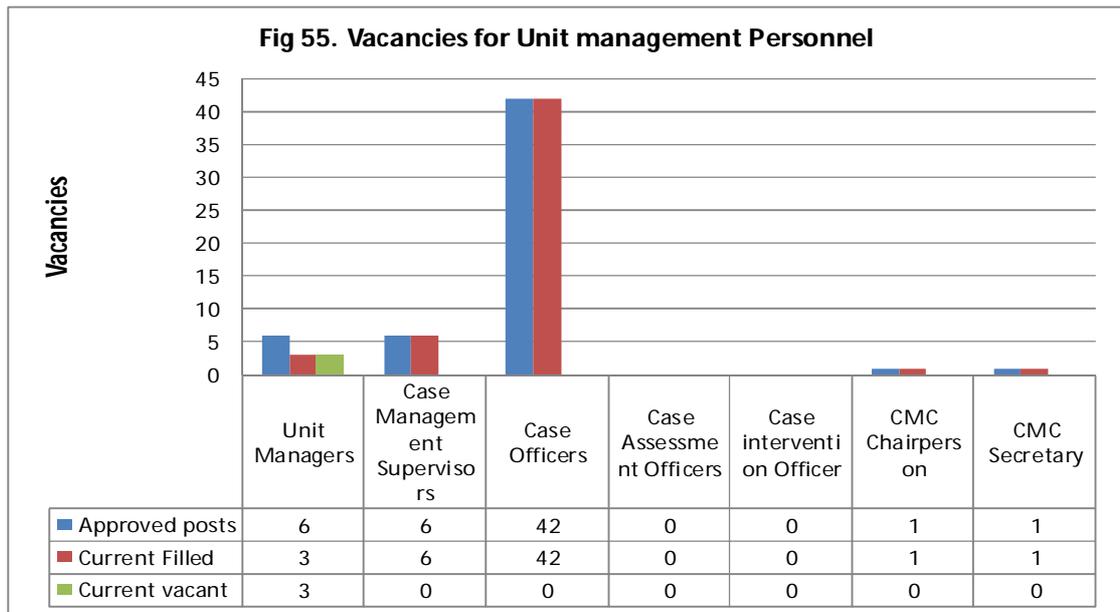
Fig 53. Number of officials exit the department versus post establishment in the last 3 months



Data was collected for the approved establishment of the correctional centre against the number of vacancies for the professional development staff in the correctional centre for the last 3 months. The data indicated what the current position of the professional development staff in terms of personnel strength versus the approved establishment. The data illustrate in Figure 54 indicated that there are 27 approved post for professional development staff of which 21 were actively filled. The data that were used for the dissertation were taken from East London Maximum correctional centre. The data were collected from the electronic generated post establishment and the. Monthly returns were verified accordingly



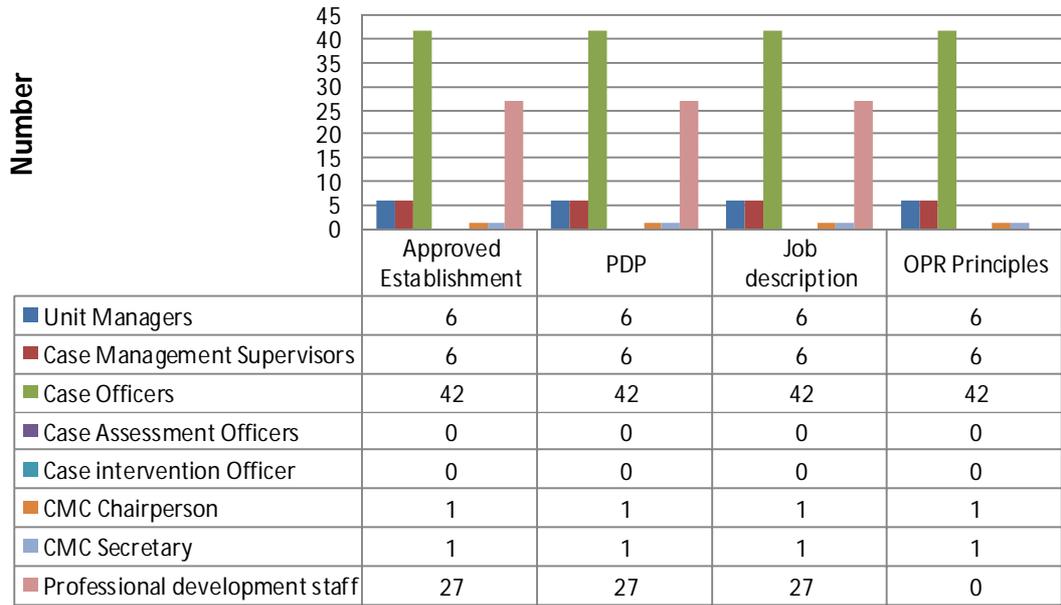
Data was collected for the approved establishment of the correctional centre against the number of vacancies for the Unit management personnel for the last 3 months. The data indicated what the current position of the Unit management personnel in terms of personnel strength versus the approved establishment. The data illustrate in Figure 55 indicated that there were 56 approved post for Unit management personnel of which 49 were actively filled. The placement of the officials could however not been verified because some of the officials did not worked as reflected as per post establishment. The data that were used for the dissertation were taken from East London Maximum correctional centre. The data were collected from the electronic generated post establishment and the. Monthly returns were verified accordingly



Performance monitoring of officials

Data was collected for the approved establishment of the correctional centre against the number of officials that had a performance development plans for the last 3 months. The data indicated how many officials working in the centre as rehabilitators did have a performance development plan that outlines the Offender Rehabilitation Path principles and did have a valid job description. The data illustrate in Figure 56 indicated that there were 83 approved post that are involve in rehabilitation of offenders and all of them does outline the Offender Rehabilitation Path principles with a valid job description. The data that were used for the dissertation were taken from East London Maximum correctional centre. The data were collected from the electronic generated post establishment and the personnel file of the officials. Monthly returns were verified accordingly

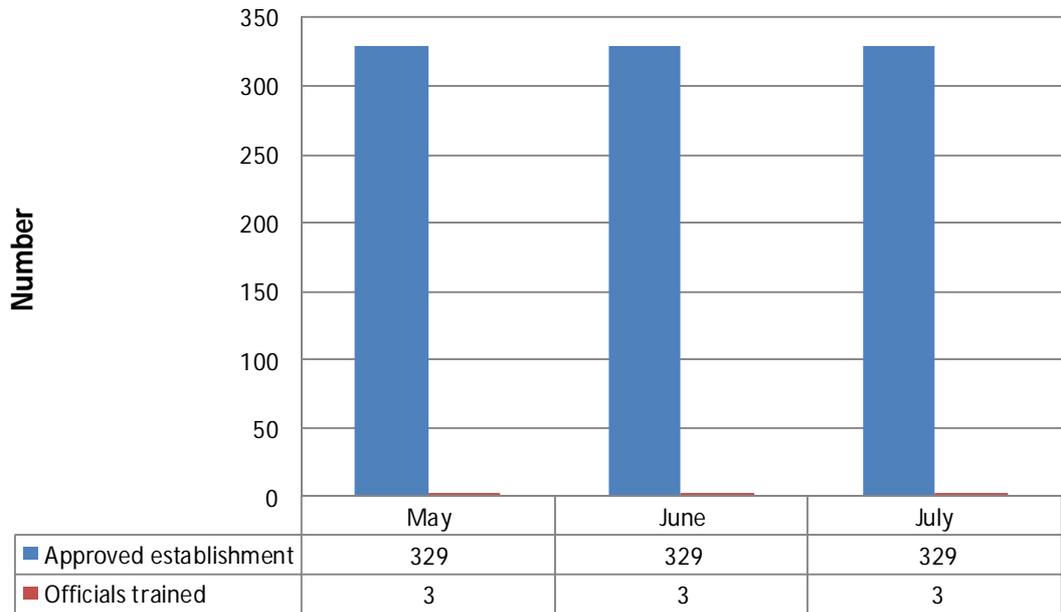
Fig 56. Munber of ORP personnel that have personnel development plans that outlines ORP principles



The development of officials

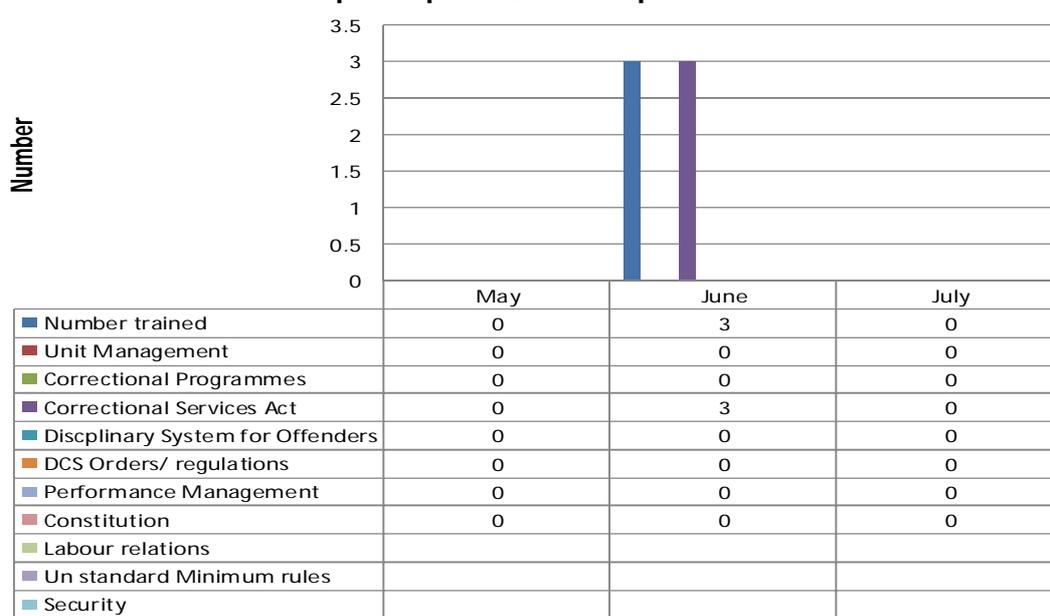
Data was collected for the approved establishment of the correctional centre against the number of officials that were subjected to training over the last 3 months. The data indicated how many officials were subjected to training in the various field of corrections. The data illustrate in Figure 57 indicated that there were 3 officials that undergone training in the last 3 months The data were collected from the and the training register of the centre. Monthly returns were verified accordingly

Fig 57. Munber of Officials trained versus the approved establishment for the past 3 months



Data was collected for the approved establishment of the correctional centre against the number of officials that were subjected to training and the type of training that were provided over the last 3 months. The data illustrate in Figure 58 indicated that 3 officials undergone training in the Correctional Service Act in the last 3 months The data were collected from the and the training register of the centre. Monthly returns were verified accordingly

Fig 58. Number of officials received training according their personnel development plan PDP for the past 6 months



4.4 Summary of the results

The statistical information that was collected measured the actual performance of East London management Area against the White Paper on Corrections, B Order, and the Correctional Services Act. The statistical information was entered into a computer where graphs were generated to indicate the performance of that particular section against the data sheet and the overall performance of that particular office.

The information for the dissertation was generated from 14 stakeholders/ respondents. The information was in most cases easily available and in most cases relevant to the particular respondent. The results are presented in according the 5 themes with its various outcomes.

The results in theme 1, assessments, dealt with the sentence administration of offenders, the assessment and the development of a Correctional sentence plan. The outcome that was measured was as follows:

- Rights of offenders
- Sentence administration assessment (Risk and Comprehensive)
- Orientation and induction of offenders

- Compiling of the Correctional Sentence plan

The results in theme 2, rehabilitation, dealt with intervention (rehabilitation programmes) that are available and rendered to offenders to address the offending behaviour and to enhance them to be self-sufficient. The outcome that was measured was as follows:

- Family contact of offenders
- The various rehabilitation programmes available and how many did attend the programmes
- Whether the infrastructure is conducive for rehabilitation

The results in theme 3, management, dealt with monitoring and evaluation processes the department has in place to ensure that services delivery is adhered to. The outcome that was measured was as follows:

- The complaint and request procedures of offenders
- Security measures within the centre
- Staff offender ratio
- Management of intervention to ensure rehabilitation
- Disciplinary processes and sanctions for offenders

The results in theme 4, the placement/ reintegration of offender, dealt with the placement and after care that are provided to offender upon the release.

The outcome that was measured was as follows:

- Consideration for placement process
- Pre placement programmes to offenders
- After care provide to offenders that being release/d

The result in theme 5, human resources dealt with the capacity of the Department Correctional Service to rehabilitate offenders. The outcome that was measured was as follows:

- Personnel strength
- Performance monitoring of officials
- Capacitating of officials

CHAPTER 5: DISCUSSION OF THE RESULTS

5.1 Introduction

The discussions regarding the process of rehabilitation offered by the Department of Correctional Service as from the time the offender is admitted until such time he is released back into society will be done in accordance the themes and the outcomes in which the research question has be divided to.

The themes and the outcome indicate what the finding was on the information obtained and what impact the finding had on the research question. The conclusion summarised all the finding per themes and provide an outcome on the research question.

5.2 Results pertaining the assessment of offenders

Rights of offenders CSA (111 of 1998: 6)

In terms of the Correctional Service Act (Act 111 of 1998: 6) each offender that are admitted in a correctional facility must be promptly informed of his or her right to consult with with a legal practitioner or have a legal practitioner assigned to him by the state. Offender must acknowledge these rights in writing.

The data that were collected as Figure 1 illustrate that there were 156 admissions in the past 3 months. Rights of offenders were explained to them verbally but they did not acknowledge it in writing. The minutes of the Case Management Committee did reflect the right of offenders which is comes as a standard format on the minutes (G 331). Whether the rules were explained cannot be confirmed. Figure 2 illustrate that there were 4 offenders that successfully submitted appeals over the last 3 months.

Based on the information obtained out of the document source it is evident that the Department do comply in ensuring that offender's rights are explained to them upon admission. Offenders are also afforded the

opportunity the opportunity to appeal against the sentence because there were 4 successful application submitted from the centre to the Department of Justice.

Sentence administration

The sentence administration of offenders is a very crucial part of Correctional Services to ensure sound administrative processes are finalized within time. The available SAP 69 (previous convictions), SAP 62 (crime description) and sentence remarks the sentenced is more than 5 years becomes very crucial factor when offenders are assessed because they explained the nature and intention around how the crime was committed. The data illustrate Figure 3 indicate that there were 40 SAP 69, 24 SAP 62 and no sentence remarks obtained for 156 admissions that were admitted at the centres. The SAP 69 and SAP 62 are supposed to accompany the warrant of the offender upon admission.

Admission risk classification

Correctional Service Act (Act 111 of 1998: 6) outlines that as soon as possible after admission, every offender must be subjected to a security risk classification to determine the risk factors. The G 303 risk classification tool for offenders stipulate that such classification must be done within 6 hours after admission. The data illustrate Figure 4 shows that offenders were only subjected to health and security risk classification but there were no education and social risk identified during the assessment processes for the past 3 months.

Based on the information obtained from the source it is clear that the department do comply partially with the risk assessment for offenders. The failure to conducted such risk can have very serious complication for the Department because it might happened that an offender's children is left alone at home and the social worker was not notified to contact social welfare to assist or an offender must right exams and the education section

is not aware to consult with the school.

Orientation and induction of offenders

The Correctional Service Act (Act 111 of 1998: 6) refers to the orientation and induction process of offenders whereby it indicates that all new admissions must be provided with written information about the rules and regulations of the centre and if they cannot read or write these rules must be explained verbally to them. The act also specifies that the offenders must acknowledge and confirmed the information in writing. The data illustrate in Figure 5 indicated that offenders that were admitted were subjected to an orientation and induction session but no endorsement were conducted in the case files and institutional files. The data illustrated in Figure 13 indicated that the centre also does not a formal orientation and induction programmes where offenders are orientate on institutional rules, centre operations, gangsters, offenders rights, sentence administration and the various rehabilitation services the centre offers to offenders.

The orientation and induction process in any institution is the most important element. The fact that the Department is not conducting orientation and induction programmes to offenders upon admission expose the offenders to various risk which can be life threatening, e.g. gansterism, sodomy, smuggling.

Comprehensive risk assessment

The White Paper on corrections in South Africa (2005: 62) states that in order to deliver effectively on its core business, the Department has adopted a needs-based approach to rehabilitation. Needs-based interventions are types of interventions that specifically balance the causal factors with the unique offence profile of the individual offender. The aim of profile-based rehabilitation is to influence the offender to adopt a positive and appropriate norms and value system, alternative social interaction options, and to develop life, social and vocational skills which will equip the offender to

function effectively without having to return to crime.

Subsequently the department did developed 8 assessment tools to assess offender to ensure that their needs are identified. The tools are as follows:

- G 303 A – Comprehensive needs assessment tool,
- G 303 B – security classification tool,
- G 303 C – Offender profile,
- G 303 D – Correctional Sentence Plan,
- G 303 E – Correctional Sentence plan review frame work,
- G 303 F – pre placement tool, and
- G 303 H/I - reclassification tools

The tools were developed to identify the offender needs in terms of the following areas:

- security classification for purposes of safe custody;
- health needs;
- educational needs;
- social and psychological needs;
- religious needs;
- specific development programme needs;
- work allocation;
- allocation to a specific prison; and
- Needs regarding reintegration into the community.

The data illustrated in Figure 6 and Figure 7 indicated that 155 offenders were subjected to a comprehensive risk assessment within 21 days after admission and an approved correctional sentence plans were developed for them as specified in the act and the white paper on corrections. However the offenders that were assessed only 92 of them were assessed in terms of their educational, security classification, and work allocation needs. The other needs as mentioned above was not identified and the remainder of the 155 did also not have any needs. The correctional sentence plans were available for all 155 offenders but it did not specify the needs.

The purpose the tools that were developed were to assist in developing a correctional sentence plan and if you do not have a completed correctional

sentence plan the rehabilitation process will fail. The Department does have effective tools in place to ensure that offenders rehabilitation can be achieved but the management of the process are not done effectively.

5.3 Results pertaining rehabilitation of offenders

Support systems for offenders

Department of Correctional Service B- Order (16) and Correctional Service Act (Act 111 of 1998: 22) outlines the amenities programmes of offenders. Amenities for offenders are divided into 2 groups, Primary amenities which address the individual in terms of privilege groups A, B, C and Secondary Amenities which deals with the privilege of group e.g. maximum offenders, medium offender. Primary amenities are those amenities which are aimed at the retention/maintenance/furthering of family ties in order to, inter alia, facilitate the re-integration into the community. The centre is responsible to ensure that these amenities are given to offenders in a controlled manner without posing any security risk to offenders. All visits to offenders, legal visits included, must be endorsed in a register and capped on the admission and release system within 7 days. The centre must also have a sensor section which monitor all letters and parcels that enter the centre to prevent security risk. The units in the correctional centre where offenders are accommodated must have sufficient telephone and telephone registers in place to allow offenders to contact their family.

The data illustrate in Figure 8 indicate that there were 1104 visits, 1666 telephone calls, 35 legal visits given to offenders over the last 3 months. There were no data available with regard to offenders that wrote letters for the period. The data illustrate in Figure 9 indicate that there were 16 visitation areas, 14 telephone booths, and 2 legal visitation areas available to offenders over the last 3 months. The data that are presented reflects information from East London maximum centre. The data were collected by means of observation and from the respective electronic visit register and telephone registers for the centre.

The centre does comply in ensuring that offenders have regular contact with the family, however the letters that are not sensor can pose a security risk because offenders can plan escapes without the centres knowledge. The Department on does have the facilities available to ensure that offenders have contact with the families but there is no strategy in place or data base available on how to deal with offenders that do not have contact with the family. Failure to establish and to maintain family contact is essential because the reintegration and the rehabilitation process of the offenders will be measured accordingly.

Offenders have access to resource to stay abreast with current affairs

The Correctional Service Act (Act 111 of 1998: 18) indicates that every offender must be allowed access to available reading material of his or her choice, unless such material constitutes a security risk or is not conducive to his or her rehabilitation. Department Correctional Service B- Order (5.3.1) states further that offender may receive newspaper but it's subjected to subscription.

The data illustrate in Figure 10 indicate that there were no offender that were subscribe for any newspaper or magazine. The reason for offenders not to be subscribed is because offenders was not informed and orientate that they are entitled to such privileges. The centre's only source of information for offenders to stay abreast with current affairs was TV. The centre has 36 televisions that are installed in the communal cells. The TV's are controlled from a central point and it was discover that most of the TV was not operational due maintenance. The data that are presented reflects information from East London maximum centre. The data were collected by means of observation during period of examination.

Rehabilitation and development programmes for offenders

Development which is one of the key service delivery areas mentioned above addresses the rendering of rehabilitation programmes to offenders

Development refers to all those those services aimed at the development of competency through the provision of social development and consciousness, vocational and technical training, recreation, sports and opportunities for education that will enable offenders to easily reintegrate into communities and function as productive citizens.

The services that are available at East London maximum centre where the dissertation was conducted indicate that there as the following rehabilitation programmes/services available to offenders:

Table 5: Rehabilitation and Development Programmes

Type of programmes	Service provider	Programmes
Rehabilitation programmes (Therapeutic Programmes)	Social Workers	Drug Abuse Alcohol Abuse Anger Management Life skills Marriage & Family care Orientation Pre-release
Rehabilitation Programmes Orientation Programmes (Correctional Programmes)	Case Intervention Officer	Restorative Justice Sexual Programme Anger Management Substance Abuse New Beginnings Economical Crime Theft Behaviour Modification on Gangsterism
Development Programmes	Education	Pre Abet Abet 1-4 FET College FET Mainstream
	Skills	Computer NCV level 2 NCV level 3 NCV level 4 Maintenance work shops Butchery (Block man) Mess (catering) Agriculture Kitchen (nutrition)
Recreational Programmes	SRAC	Recreation Art Culture Library

Care Programmes	Health Care	Trauma Sexual transmitted deceases TB HIV/Aids counselling
	Spiritual Care	Group sessions Pastoral interviews Individual interviews

The performance of the centre in terms of rendering the above mentioned programmes to offenders were as follows:

Correctional Programmes rendered to Offenders	234
Social work programmes rendered to Offenders	396
Health care programmes	0
Educational programmes presented to Offenders	378
Development programmes presented to Offenders	115
Offenders involved SRAC activities	1273
Skills transferred to Offenders	81

The rendering of programmes plays a crucial part of the rehabilitation process of the offenders. The rendering of rehabilitation programmes can only starts when the need was registered and as seen previously with regarded to assessment offenders, offenders was not subjected to proper assessment which create a weak points in the chain.

Correctional programmes were rendered to only 234 offenders out of a population of 1582 for the past 3 months. There are currently 9 approved correctional programmes but only 3 programmes were rendered to offenders for the period under review. Contributing factors to the lack of rendering correctional programmes are also for the fact that there are not adequate space available to render programmes because the centre is utilizing multipurpose rooms to render these programmes to offenders and the fact the the Correctional Intervention Officer that are responsible for rendering of such programmes only function on an ad hoc basis.

Social work service that forms managed to render 396 programmes to offenders. The intervention mentioned included interviews and assessments.

The centre had 5 social workers available which indicate that each social worker on an average rendered 78 programmes to offenders of the period under review.

Health care service could not provide any information on how many offenders were involved in health care programmes. The manager indicated that programmes are rendered by offenders which act as peer educators. The peer educators are presenting programmes on HIV/Aids.

Work Opportunities for offenders

Work opportunities for offenders also play an integral part in the rehabilitation of offenders. Work opportunities for part of the development of offenders. However when offenders are utilized for labour the department must ensure that such labour must be able to transfer a skill to the offender. Labour utilization in the department of correctional services is classed as unskilled, semi-skilled and skilled labour.

The data illustrate in Figure 20 indicated that there was 314 approved work opportunities against the population of the centre of 1582. The data illustrate in Figure 21 indicated that there was 174 unskilled and 140 semi-skilled labour opportunities available to offenders against 314 approved post. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the Labour registers and the monthly returns for the specific period

The centre is a maximum classified centre and is not allowed to utilize maximum offenders to work outside the secure premises. The centre also has maintenance-, mess-, kitchen- and an agriculture section that provide semi-skilled labour to offenders.

5.4 Results pertaining Case management

Complaints and requests for offenders

Correctional Service Act (Act 111 of 1998: 21) state that every offender must

on a daily basis is afforded the opportunity to make complaints and requests to the Head Correctional. The complaints must be recorded in the G 365 register and must be dealt with within 7 days. The complaints and request registered in the register must furthermore be captured on the Admission and release system of the department.

The data illustrate in Figure 22 indicated that there were 213 recorded complaints and requested for offenders. The data illustrate in Figure 23 indicated that there were 31 unresolved complaints within 7 days recorded and none for within 30 days recorded out of the 213 recorded complaints and requested for offenders. The data that were used for the dissertation were taken from East London maximum centre. The data was collected from the G 365 registers and the electronic register available on the admission and release system for the specific period

The management of complaint and request by the centre management ensures that the department is complying with the service delivery standards.

Dynamic security measures

Security which form part of the key delivery objectives of the department in term of rehabilitation of offenders must ensure that there is provision of safe and healthy conditions which is consistent with human dignity for all persons under its care.

The data illustrate in Figure 25 indicated that there were 13 assaults recorded and 10 of them were gang related. The data illustrate in Figure 26 indicated that there was no data available on how many offenders are involve in gang activities and their gang affiliation at the centre. The data that were used for the dissertation were taken from East London maximum centre.

Security incidents in the centre are a concern especially for the fact that they are gang related. Gangsterism has been a feature of the South African correctional system over the past century. There are currently five active gangster groups that are operating in the correctional environment. The

number gangs, 26, 27 and 28 gangs are the most common gangs. The air forces and big 5 are in the minority amongst the prison population.

Restriction of amenities for offenders

Security which form part of the key delivery objectives of the department in term of rehabilitation of offenders must ensure that there is provision of safe and healthy conditions which is consistent with human dignity for all persons under its care. Correctional Service Act (Act 111 of 1998: 22) stated that discipline and order must be maintained with firmness but in no greater measure than is necessary for security purposes and good order in Centre.

The data illustrate in Figure 33 indicated that there were 41 disciplinary hearing conducted against offenders. The data illustrate in Figure 34 indicated that all 41 disciplinary hearing conducted against offenders were informally and no formal hearings were conducted. No formal structure exists in the Centre for conducting formal hearing within the correctional Centre. The data illustrate in Figure 35 indicated that there were 41 disciplinary hearing conducted and 41 of them were found guilty of the transgression. 23 perpetrators amenities were amended and 2 security classifications were adjusted.

Correctional Service Act (Act 111 of 1998: 30) state that segregation of offenders for a period of time, which may be for part of or the whole day and which may include detention in a single cell, other than normal accommodation in a single cell as contemplated in section 7(2)(e), is permissible –

- Upon the written request of an inmate
- To give effect to the penalty of the restriction of amenities imposed in terms of section 24(3)(c), 5(c) or 5(d) to the extent necessary to achieve this objective
- If such detention is prescribed by the correctional medical practitioner on medical grounds
- When an inmate displays violence or is threatened with violence

- If an inmate has been recaptured after escape and there is a reasonable suspicion that such inmate will again escape or attempt to escape; and
- If at the request of the South African Police Service, the Head of the Correctional Centre considers that it is in the interests of the administration of justice.

The data illustrate in Figure 36 indicated that there were 44 offenders that were segregated over the last 3 months. The data illustrate in Figure 37 indicated that there were 44 offenders that were segregated and 21 were for own request, 9 on request of South African Police Service , 12 due to disciplinary infringements, and 7 for security reasons over the last 3 months.

The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the case files and institutional files. Electronic generated reports from the admission and release system were also utilized. Monthly returns were also utilized as a source of information

Disciplinary hearings are an effectively tool available to management to ensure that offenders are properly disciplined. The department does make use of the the system to ensure that offenders that transgress are dealt with effectively but the formal processes are not operational yet. The administrative processes of the hearing could not been tested since there was no formal processing conducted.

The segregation of offenders in terms of the conditions as specified in the act is utilized effectively at the correctional centre. The administrative processes of segregation are followed correctly at the centre.

Management of the Correctional Sentence Plan

The White Paper on Corrections In South Africa 2005: 61) stated that it is important to find the correct balance and form in adequately and comprehensively applying the elements of the six key service delivery areas when addressing the unique needs of every single offender. The G 303 D (Correctional sentence plan) is based on the total needs of the specific offender. The needs base interventions that are reflected in the G 303 D indicate what programmes are necessary to ensure that the offender is fully rehabilitated. The correctional sentence plan are compiled and approved by the case management committee. The management of the Correctional sentence plan is the responsibility of the case officer in conjunction with the unit manager and the head correctional centre.

To monitor that the correctional sentence plan intervention the department developed a G 303 E Correctional sentence plan review frame work to make provision to review the correctional sentence plan and to amend or to add intervention base on the circumstances of the specific offenders. The Correctional sentence plan review frame work must be monitored by the Unit manager and the Case Management Committee chairperson.

The data illustrate in Figure 27 indicated that there were 634 reviews sittings conducted and 707 treatment sittings for offenders with approved sentence plans. The data illustrate in Fig 28 indicated that there were 634 reviews sittings conducted and 36 were amended, 6 for lack in participation and 30 due to disciplinary infringements.

The data illustrate in Figure 31 indicated that there were 1 educational, 3 social and 2 psychological intervention recorded in the correctional sentence plan out of a sample of 20 case files. 16 offenders were still eligible to attend social work programmes and no progresses were reported in terms of schedule and 14 offenders were eligible to attend school but no progresses were recorded. There was no endorsement on correctional programmes that must be attended. The data illustrate in Fig 28 indicated that there were 132 cases considered for reclassification, and 112 of them

were favourable considered against the 20 which were not favourable.

The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the minutes and the agendas of the Case Management Committee and Unit managers. Monthly returns were also utilized as a source of information

The management of the sentence plan poses serious challenges to the centre because the interventions that are supposed to be included in the sentence plan are not recorded as required. The monitoring and the management of the sentence plan are also not in place because you cannot manage interventions that are not appearing. The fact that there are no need base intervention identified for the in the sentence plan it will create a chain reaction because then the offender will then not be subjected to rehabilitation programmes, make him also not a suitable candidate for placement or reclassification when needed.

5.5 Results pertaining placement reintegration of offenders

Calculation of release dates

Department of Correctional Service B- Order (25:1) states that after a sentenced offender with a determinate sentence has been admitted, the release dates must be calculated and noted on the warrant (s) and entered on computer.

The data illustrate in Figure 38 indicated that there was no offender in custody with a sentence that had expired over the last 3 months. The data illustrate in Figure 39 indicated that 18 out of the 20 files release dates were calculated correctly. The data were collected from a sample of 20 Institutional files. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from admission and release system. Monthly returns were also utilized as a source of information

The data collected indicate that the department does have sufficient measures in place to ensure that all offenders' release dates are calculated

correctly, considered, and released within the required time frame.

Placement of offenders

Correctional Service Act (Act 111 of 1998: 42) states that the Case Management Committee must submit a report, together with the relevant documents, to the Correctional Supervision and Parole Board regarding –

- The offence or offences for which the sentenced offender is serving a term of incarceration together with the judgment on the merits and any remarks made by the court in question at the time of the imposition of sentence if made available to the Department;
- The previous criminal record of such offender;
- The conduct, disciplinary record, adaptation, training, aptitude, industry, physical and mental state of such offender;
- The likelihood of a relapse into crime, the risk posed to the community and the manner in which this risk can be reduced;

The data illustrate in Figure 40 indicated that there were 15 address confirmations, 15 cases with SAP 62, 18 cases with SAP 69, 20 cases with complete recommendations , 2 cases with sentence remarks, 20 offender risk profile, 12 cases with social worker reports, 14 accomplice details, and no inputs from the offender. The data illustrate in Figure 41 indicated that there were 152 offenders that had exceeded their minimum detention period and all of them were seen by the Case Management Committee for their recommendations and 138 was seen by the Correctional Supervision and Parole Board for possible placement. 14 offenders were not yet considered for possible placement after their respective minimum release date for the last 3 months.

The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the selected profile reports that were prepared for the Correctional Supervision and Parole Board.

The preparation of profile reports and the inclusion of all the required documents seem to be no challenge for the centre. The centre ensure that all offenders are seen within the required time for possible placement

The compliance in terms of the PAJA (Promotion on Administrative Justice Act, Act 2 of 2000) and the PAIA (Promotion of Access to Information Act, Act 2 of 2000) requirements

The Department Correctional Service: Policy and procedure manual on Correctional Supervision and Parole Boards (2007: 6) states that the record of proceedings of the Board is the property of the Department of Correctional Services and any person outside the Department seeking access to any part thereof must follow the procedures as prescribed by the Promotion of Access to Information Act (Act 2 of 2000) except that the persons concerned must be provided the decision of the Parole Board and on request also motivated reasons for such decision.

- The record of proceedings of the Parole Board is confidential and consists of the agenda, the minutes as well as a copy of the cover sheet of the G 326 and must be kept in a lockable cabinet at the Parole Board offices.

The Department Correctional Service: Policy and procedure manual on Correctional Supervision and Parole Boards (2007: 4) states that the Parole Board must conduct its business in a fair and proper manner in line with the generally accepted principles of Promotion of Administrative Justice Act (Act 3 of 2000):

- The Parole Board must give proper notice of a meeting to all relevant parties at least two weeks in advance.
- The Parole Board must afford the offender and the complainant reasonable opportunity to make representations, either in person or in writing.
- The Parole Board must have specific written rules for the meeting which must be available to all parties.
- The Parole Board must follow a standard procedure and must keep proper minutes which must at least comply with the format provided

The data illustrate in Figure 42 indicated that there were 138 seen by the Correctional Supervision and Parole Board for possible placement, agendas were available for 91 offenders, none indicated that the rules were explained to the offender and all of them had minutes of the hearing with a written decision of the board for the last 3 months. The data illustrate in Figure 43 indicated that there 138 profile reports presented to the Correctional Supervision and Parole Board and 10 case were different from the recommendation of the Case Management Committee. The data illustrate in Figure 44 indicated that there were none for severity of crime, none for inadequate serving of sentence, none for conduct of the sentence, 12 for lack of participation in programmes, 3 for no further charges, none for previous convictions, 5 for lack of support, 13 for inadequate information or none crime determining factor cases where the Correctional Supervision and Parole Board decline placement to offenders in the last 3 months. The data illustrate in Figure 45 indicated that there were 2 cases for medical parole and 1 case for conversion of sentence considered and recommend for placement and all three cases were approved.

The data that were used for the dissertation were taken from Correctional Supervision and Parole Board of East London Management Area. The data were collected from profile register and agendas. Monthly returns were also utilized as a source of information

The information obtained from the data indicated that the Department has sufficient procedures in place to ensure that they are complying with the PAJA and the PAIA act respectively. The Correctional Supervision and Parole Board are also consequent and independent in their decision making functions because there were cases where the board decision differs from the Case Management Committee.

The Correctional Supervision and Parole Board did also decline offenders placement mostly due to lack of participation in programmes and inadequate information. The outcomes of the Correctional Supervision and Parole Board

indicate that the Department's rehabilitation processes are not fully operational.

The Correctional Supervision and Parole Board also do not make use of the other aggravating circumstances to decline placement.

South African Police Service and Victim presentation

Correctional Service Act (Act 111 of 1998: 74) states that the The Minister may co-opt an official nominated by the National Commissioner of the South African Police Service or an official nominated by the Director-General of the Department of Justice, or both such officials, for a meeting of the Board. The victim of crime is also entitled to make a representation to the Correctional Supervision and Parole Board in writing, in person or by a representative.

The data illustrate in Figure 46 indicated that there were 138 cases seen by the Correctional Supervision and Parole Board for possible placement and in 2 cases victim representation were done and none South African Police Service representations were made for the period under review. The data that were used for the dissertation were taken from East London maximum centre. The data were collected from the selected profile reports and profile register of the Case Management Committee and Correctional Supervision and Parole Board.

The information obtained from the data indicate that the processes are in place and the parties are allowed to make presentation but the challenge is that South African Police Service and Justice are not always available to attend such sittings and the victims information are rarely available to invite them to sittings.

Pre- release programmes and temporary leave for offenders

Correctional Service Act (Act 111 of 1998: 44) states that the National Commissioner may grant permission in writing on such conditions and for such periods as he or she may specify, for a sentenced offender to leave the correctional Centre temporarily for the purpose of -

- Compassionate leave;

- Treatment, development or support programmes;
- Preparation for release; or
- Any other reason related to the successful reintegration of the sentenced offender into the community.

Correctional Service Act (Act 111 of 1998: 45) states that a sentenced offender must be prepared for placement, release and reintegration into society by participating in a pre-release programme.

The data illustrate in Figure 47 indicated that 133 offenders were released 77 of them were subjected to pre-release programmes. The data illustrate in Figure 50 indicated that 133 offenders were released 77 of them were subjected to pre-release programmes which only address the conditions of release.

The data illustrate in Figure 49 indicated that 133 offenders were released and 8 offenders did submitted applications for temporary leave but only one was approved The data illustrate in Figure 48 indicated that 133 offenders were released and 1 offender was afforded the opportunity to leave the centre for a weekend for preparation for release as part of their reintegration process for the last 3 month

The data that were used for the dissertation were taken from East London Female centre and Mdantsane correctional centre.

Information collected from the data indicated that offenders are subjected to pre-release programmes however the programme that is rendered to them are only on conditions of release. The other programmes regarding family life, risk management, seeking employment and education and training are not presented to them. The contributing factor for not rendering the programmes is shortage of staff and the fact that the official responsible to render such programmes are only doing on an ad hoc basis since there are no approved post for a case intervention officer.

Information obtained regarding the temporary leave granted to offenders indicates that offenders are not afforded the opportunity to temporary leave the centre over weekends. The reason for non-compliance is because offenders are not orientated about the right and there are no criteria for the other categories to be considered.

Financial and material support to offenders

Correctional Service Act (Act 111 of 1998: 45) states that a sentenced offender must be prepared for placement, release and reintegration into society by participating in a pre-release programme. The act also further state in subsection 3 that sentenced offenders must be provided with material and financial support as prescribed by regulation.

The data illustrate in Figure 51 indicated that 133 offenders were released and 25 of the released offender were only provided with financial support to assist them to get home. The data that were used for the study were taken from East London Female centre and Mdantsane correctional centre.

The data collected indicate clearly that the Department of Correctional services does not support offenders upon release. The only support that is granted is taxi transport for the offender to go home after release.

5.6 Results pertaining the human resources on the ORP

Retention strategy of the Department Of Correctional Service

Data was collected for the approved establishment for the correctional centre against the number of officials that were actually working at the facility in the past 3 months. The data indicated how many officials are approved to work at the correctional centre and how many is actually working at the centre as per. The data illustrate in Figure 52 indicated that was an approved establishment for 329 officials but only 284 officials were working at the centre as per. The data illustrate in Figure 53 indicated that were 2

officials that exit the department in the last 3 months, 1 for a disciplinary transgression and 1 due to pension.

The data illustrate in Figure 54 indicated that there are 27 approved post for professional development staff of which 21 were actively filled. The data illustrate in Figure 55 indicated that there were 56 approved post for Unit management personnel of which 49 were actively filled. The placement of the officials could however not been verified because some of the officials did not worked as reflected as per post establishment.

The data that were used for the dissertation were taken from East London Maximum correctional centre. The data were collected from the electronic generated post establishment and the. Monthly returns were verified accordingly.

The data collected indicate that the department does not have any retention strategy in place because most of the vacancies that exist at the centre are vacant for more than a year. The post establishment was also compared with the Z 168 and most of the officials that appeared on the approved post establishment did not work at the correctional facility. The vacancies of the Unit management personnel could not be determine because the establishment was never aligned accordingly. Crucial post like case assessment officer and case intervention officers did not appear on the post establishment. Professional development vacancies also stay vacant for long period which hamper the rehabilitation process and prevent the department from executing their mandate.

Personnel Development Plans (PDP) are developed all officials and measured accordingly.

The White Paper on corrections in South Africa (2005: 58) states that the incorporation of effective career management and improved service delivery through a system of performance management, based on work units with appropriate levels and forms of supervision is crucial. Job enrichment,

career development, combined with organisational learning and development must be integral to the correctional profession.

The data illustrate in Figure 56 indicated that there were 83 approved post that are involve in rehabilitation of offenders and all of them does outline the ORP principles with a valid job description.

The data that were used for the dissertation were taken from East London Maximum correctional centre. The data were collected from the electronic generated post establishment and the personnel file of the officials. Monthly returns were verified accordingly.

Information obtained from the data indicates that the department is complying with the performance management system of the department. All officials do have a performance management booklet which entails their performance agreements, key responsibility areas, personnel development plan, and generic assessment factors which outline the Offender Rehabilitation Path principles. The assessment and the performance meeting that needs to take place between the supervisor and the employee is not taken place on the required intervals. The job description for all Offender Rehabilitation Path related post are in place and do outline Offender Rehabilitation Path principles.

Performance monitoring for officials

The human resource development strategy of the Department as outline in White Paper on Corrections in South Africa (2005, 55) state that the strategy must cover a range of training components, which must be mandatory for staff of the Department, including:

- Orientation and training of all members in relation to the mandate, core business, location of the Department in integrated governance, and introduction to the field of corrections;
- Basic correctional management training for those who will work in the

correctional centres;

- Basic office training for those who will work in the DCS offices;
- Senior, middle and junior management training;
- Specialist bridging training of professional staff whose professional training has not addressed the practices within a correctional centre environment;
- Training for correctional officials who work with special need groups of offenders; and
- Functional training

The data illustrate in Figure 57 indicated that there were 3 officials that undergone training in the last 3 months. The data illustrate in Figure 58 indicated that 3 officials undergone training in the correctional service act in the last 3 months. The data were collected from the and the training register of the centre. Monthly returns were verified accordingly.

Information obtained from the data indicates that the officials in the Department are not subjected to training. Functional training in any organisation is crucial to its success. The data that were presented by the centre was also not creditable because the register was not up to date and is also not regular in use.

5.7 Conclusion

The offender rehabilitation path of offenders is a cycle/ chain reaction which flow from admission and orientation, to assessment process, to rehabilitation and the placement/ reintegration of offenders. The moment one of the processes is not followed the other processes cannot succeed. The support functions like human resources and infrastructure plays also a vital role in fulfilling the rehabilitation process because the need to provide sufficient human resources which are competent to drive the cycle of rehabilitation.

The findings on the research question regarding the Offender Rehabilitation Path within Department Correctional Service will be discussed according to the respective themes. The themes will provide the results pertaining to the performance of DCS.

5.7.1 Assessment

The assessment process which starts the Offender Rehabilitation Path cycle focuses on the sentence administration, the rights of offenders and the orientation and assessment of offenders. The findings of the study pertaining to assessment were as follows:

The rights of offenders and sentence administration of offenders are adhered to within the Department but the administrative function of acknowledgement needs to be reinforced. The availability of the SAP 62, SAP 69 and sentence remarks for sentence offenders as specified by the B Order on Corrections is an important aspect especially when it comes to the assessment of offenders where need-based interventions are identified to correct the offending behaviour. The nature surrounding how the crime was committed and whether the offender is a first-time offender form the foundation of the assessment process. The orientation/induction of offenders upon admission are the most important process where you cannot compromise. The Department is only conducting the orientation process informally and the offender does not acknowledge such process. The Correctional Service Act (CSA) clearly indicates that the process must be in writing. The informal process of orientation and induction which is the current trend only addresses the rules of the centre whereas other aspects like gangsterism, disciplinary processes, rights of offenders and the various services the Department is offering are not addressed. The CSA also specifies that offenders must be issued with an orientation manual which also does not take place at the centre. The study clearly showed that the Department is not doing enough to protect the offenders' especially first-time offenders from the danger of the correctional environment, e.g. gangsterism. It is recommended that the Department must develop a proper orientation and induction programmes with booklets which can be issued to offenders to

refresh their memory at any time. The risk assessment of offenders that need to take place within 6 hours after admission is taking place within the required time frame. The department ensures that offenders is subjected to a security risk assessment and health risk assessment but fail to comply with regard to the risk assessment of the social and educational risk. The consequences for not complying can be severe since the offender can be negatively affected by the non-compliance. The process is in place, it is just about effective management and monitoring of the process that needs to be re emphasis.

5.7.2 Rehabilitation

The rehabilitation process as the second stage of the Offender Rehabilitation Path (ORP) focuses the various rehabilitation programmes that are available to offenders to address their offending behaviour and whether offenders are attending such programmes. The finding pertaining the rehabilitation of offenders is as follows:

The resources that are available to offenders to stay abreast with current affairs and to have regular contact with their next of kin are available at the Centre. Offenders do have access to TV's and can enroll for newspaper and magazine subscription but the subscription is not taking place due to the non-compliance on the orientation and induction, offenders claim that they are not aware that they can subscribe, on the other hand over cannot afford the subscription. The Centre does have sufficient resource available to offenders to ensure that they stay in contact with their next of kin. Offenders mostly make use of visits and telephone calls to contact their family and proper record is kept with regard to who is using the services. However visit is a concern. The Department Correctional Service in the Eastern Cape only has 2 maximum classified Centre, EL Medium A and St Albans, that served the entire Eastern Cape. The offenders struggle to receive visits because their next of kin had to travel far to bring a visit. The department also does not keep a record of offenders that do not receive visit because they are the offenders were intervention are needed. The department also does not sensor offenders letters which can pose a security risk to the Centre, e.g. the

offenders can disclosed confidential information of the department in a letter which can put the Centre at risk.

The rendering of rehabilitation programmes to offenders to address the offending behaviour and to develop the offender to self-sustainable upon release is the core business of the department. The department has 40 rehabilitation and development programmes available at East London Maximum that can be rendered to offenders as indicated above. The rendering of programmes to offenders are not optimal utilized due to some critical challenges the Centre is facing. The filling of vacancies and the alignment of the post establishment to address the Unit Management principles can bring a significant chance to the enhancement of service delivery. Correctional Programmes are rendered by Case Intervention Officer and for the period under review they managed to render only 3 correctional programmes to offenders out of the 9 approved programmes that are available because they do it on an ad hoc basis. The social work service have 2 vacant positions which is vacant for more than 3 years, if these vacancies can be filled they will improve service delivery. The Centre is presenting sufficient development programmes, labour utilization included, at the Centre. There is however a concern with regard to the rendering of health care programmes to offenders. The unique situation of the correctional environment and the overcrowding phenomenon that exist in the Department Correctional Service make the Centre very much hostile for outbreak of epidemics. The health care section of the Centre plays a vital role in ensuring that such epidemics are prevented through awareness programmes.

5.7.3 Case management

The management and the monitoring of the Offender rehabilitation Path will examine whether there are sufficient monitoring tools available to ensure that these needs based interventions are rendered within the required time frame to ensure service delivery

Management focus on the support that the department is providing the management to monitor and evaluate the implementation of the ORP. The

management of complaint/ requests and the segregation of offenders are properly controlled by the centre management and DCS. Offender complaints are dealt with and recorded within the required time frame as specified by the policy. Offenders that are segregated are procedural correctly placed and the administrative requirements for detention are adhered to in terms of the CSA. Security incidents within the correctional centre are correctly administrated and a complete data base is available on the incidents and their occurrences. Disciplinary measures against perpetrators are also correctly institute. The disciplinary measures that are taken against offenders are only conducted in an informal manner, there is no formal disciplinary measures taken because the centre does not have an infrastructure to deal with such hearings. Offenders that transgressed are also segregated as required by the CSA. However there is a concern with regarded to gang related incidents that are not investigated. Gangs in correctional centre pose a serious risk to offenders and officials. The department does not have any strategy in place to deal with gang activities. The centre could also not provide a data base of all the offenders that belongs to the different gangs and how many active gang associations operate within the centre. The department is performing excellent in managing the recording of incidents but they do not have any preventative strategy to ensure the reoccurrence of incidents or to protect non gang members from being expose to gang activities. These actions can place a serious burden on the effective rehabilitation of offenders.

The management of the Correctional Sentence plan after the need base interventions were identified is imperative. The monitoring of the correctional sentence plan is conducted with a Correctional Sentence Plan Review Framework (G 303 E). The reviews are scheduled to take place on regular intervals depending in the length of sentence of the offenders. The interventions are also scheduled in terms of short-, medium-, and long term. The reviews are taken place on the scheduled date for offenders as a monitoring tool. The problem that is experience with the review sitting is that the Correctional Sentence plan do not specify when a programmes must be rendered it rather give a time frame which is not very effective. The rendering

of intervention for offenders is important because certain interventions must be rendered before certain important dates. The important dates are the reclassification and consideration dates. When offenders reached such dates the offenders must have at least completed certain intervention to be favourably considered. In most cases these offenders did not received the intervention because the Correctional sentence plan does not specify the date. The allocation of dates will ensure that offenders will be subjected to intervention timeously. This action will also prevent that offenders are seen long before there consideration dates.

5.7.4 Placement/ reintegration of offenders

The placement/ reintegration of offender as the third phase of the ORP will examine whether an offender that are release/ reintegrated, is rehabilitated and developed according their need-based intervention plan that were compiled upon release and what type of aftercare the department is providing to such offender.

The data collected indicate that the department does have sufficient measures in place to ensure that all offenders' release dates are calculated correctly, considered, and released within the required time frame. All the release date that was checked was correctly calculated. The preparation of profile reports and the inclusion of all the required documents seem to be no challenge for the centre. The centre ensures that all offenders are seen within the required time for possible placement. The information obtained from the data indicated that the department has sufficient procedures in place to ensure that they are complying with the PAJA and the PAIA act respectively.

The CSPB is also consequent and independent in their decision making functions because there were cases where the board decision differs from the CMC.

However there was a concern with regard to the quality of the information that was provided to the CSPB because most of the placements that were considered were declined due to lack of information. The information that

were lacking was because of intervention reports that were not available because an intervention was not rendered. This confirmed the statement that was made about the reviews which does not indicate specific date on the Correctional Sentence Plan. The availability of SAPS and victim reports during the hearing is also a major concern because in all the cases that the CSPB seen, was an offender placement decline due to aggravating circumstances. The role of the SAPS and the victim could have spell out the surrounding on how the crime was committed and the implication the crime has on the community where the crime was committed. The department do not have a strategy in place to ensure that victims' details are easily available. The SAPS and Department of Justice are invited to sittings but they are not attending the sitting. The Department of Correctional Services need a more aggressive approach in ensuring all elements are addressed during the consideration for placement of offenders.

The reintegration phases of offenders with regard to the rendering of programmes are partially adhered to. Pre-release programmes are rendered to most offenders prior their release. However the programmes that is presented only covers the condition of release and not the other areas as spelled out before. The reason why all offenders are not subjected to pre-release programmes boiled back to shortage of staff and the officials that are rendering programmes on an ad hoc basis.

Part of the reintegration of offenders is that offenders can be afforded the opportunity of temporary leave where the offender can go home for a weekend and return on the Sunday. There are four categories in terms of the act that offenders can take temporary leave. The department however does not grant offenders the opportunity makes use of these benefits as part of the reintegration of offenders. The department does not even have an operational policy in place to indicate who qualifies for the different type of temporary leave categories.

Part of the reintegration process of the Department according the act is that they must provide offenders with financial and material support upon release. During the study it was discovered that the Department is only providing taxi money to offenders upon release.

The reintegration of offender plays a very crucial role in the rehabilitation process of the offender because if the offenders do not receive sufficient support he could easily relapse into crime again.

5.7.5 Human Resources

Human resources will examine whether there are sufficient have sufficient resources and processes available to ensure that they fulfill their mandate.

The resources of the department are the important factor to ensure service the delivery. The success of the organization lies in the manner how he optimal utilizes his resources. The information obtained from EL Maximum indicated that the Department is not complying when it comes with resourcing. The centre has an approved establishment of 329 but there are only 284 members working physical at the centre leaving the centre with a vacancy of 45 officials. The impact the vacancies is of such a nature that it hamper services delivery. The last time new officials were appointed at the centre was more than 3 years back. Officials are exciting the department but there are no replacements for them. The department also adopted the Unit Management principles when the White Paper on Corrections was approved in 1995 to rehabilitate offenders but since then the post establishment of the department were never aligned to ensure that they have the capacity to render such services.

The performance management system of the department is in place. All officials do have a performance management booklet which entails their performance agreements, key responsibility areas, personnel development plan, and generic assessment factors which outline the ORP principles. The assessment and the performance meeting that needs to take place between the supervisor and the employee is not taken place on the required intervals. The job description for all ORP related post are in place and do outline ORP principles.

Information obtained from the data indicates that the officials in the Department are not subjected to training. Functional training in any

organisation is crucial to its success. The data that were presented by the centre was also not creditable because the register was not up to date and is also not regular in use.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

8.1 Introduction

White Paper on corrections, Section 4.2.1 stated that rehabilitation is the result of a process that combines the correction of offending behaviour, human development and the promotion of social responsibility and values. The process as referred to in the statement refers to the Offenders Rehabilitation Path (ORP). Rehabilitation is achieved through the delivery of key services to offenders, including both correction of the offending behaviour and the development of the human being involved. The rehabilitation of offenders is manifested in 6 pillars as stated in the white paper on correction chapter 9.6. The pillars with regard to the offender are:

- **Corrections:** Refers to the assessment processes targeting all elements associated with the offending behaviour/s.
- **Development:** Refers to all those services aimed at the development of competency through the provision of social development and

consciousness, vocational and technical training, recreation, sports and opportunities for education that will enable offenders to easily reintegrate into communities and function as productive citizens.

- **Security:** Refers to services rendered by the Department aimed at ensuring the provision of safe and healthy conditions consistent with human dignity for all persons under its care.
- **Care:** Refers to needs-based services aimed at the maintenance of the well-being of persons under departmental care; providing for their physical well-being in the form of nutrition and health care, the maintenance and establishment of social links with families and society, their spiritual and moral well-being as well as their psychological well-being.
- **Facilities:** Refers to all physical infrastructures, provided by the Department for those legally entrusted to its care as well as to personnel, aimed at ensuring the availability of the minimum facilities requirement pursuant to rehabilitation responsibilities and objectives.
- **After-Care:** Refers to all services focused on persons under the care of the DCS in preparation for the completion of sentences, in order to facilitate social acceptance and effective reintegration into their communities.

The study that was conducted did look into whether these processes are place and how effective were they executed as part of the mandate of Correctional Services. The findings on the study are as follows.

8.2 Conclusions of the study

The Offender Rehabilitation Path (ORP) within the Correctional environment has 3 three stages/ flows that must be implemented and once these processes are successfully implemented the department can claim that they adhere to their mandate. These 3 stages are as follows:

- Assessment
- Rehabilitation

- Placement/ integration

The assessment of offenders start upon admission, when an offender is admitted until such time he finish his/her sentence. During the assessment process offenders is subjected to orientation/ induction, risk assessment, sentence administration, and profiling. The finding of the study was as follows.

The department of correctional services does adhere to their mandate in ensuring that offenders are properly assessed as stipulated in the CSA section 6.3., however there are some challenges that needs to be address.

The orientation and induction process of offenders are not taking place as required. The department is making use of an informal system where they mentioned the rules and procedures to an offender during a CMC admission sitting as a standing point on the minutes G 331. Whether offenders are informed cannot be confirmed. The Department is also supposed to ensure that offender acknowledges such orientation/ induction in writing which does not happened. The information that were provided to offenders during the orientation/ induction process was only on the rules of the institution of which very crucial information such as gangsterism, disciplinary procedures, and services available to offenders are not given to them. The process of orientation/ induction is one of the fundamental aspects which the department must need to focus more on. There is an urgent need for a proper orientation and induction programmes where offenders can be promptly and effectively informed about the department.

The risk assessment of offenders that must be conducted within 6 hours after admission does take place but only on the security and health areas. The social and education are not done. The no compliance on these 2 elements can have serious implication e.g. suicide tendencies, parentless children, busy with examinations.

The comprehensive risk assessments of offenders which must be finalized within 21 days after admission are done accordingly. However the the

quality of the assessment are of some concerns. The officials conducting the assessment are not formally trained and are not permanently placed to conduct such sensitive tasks. Furthermore the crucial documentation such as the SAPS 69, 62 and sentence remarks are not always readily available when such processes are conducted. The information obtained from above mentioned documents plays a vital role regarding the condition under which the crime was committed.

The Correctional Sentence Plan (CSP) is then compiled for each and every offender, sentenced above 2 years, based on the assessment that was conducted. The CSP outline the need base intervention that must be rendered to the offender in terms of the 6 Key Delivery Areas as mentioned above. The department is complying with the compilation of CSP however the lay out of the sentence plan does not address certain elements. Firstly, programmes are not specified according the various categories and the timeframes in which such programmes must be rendered as very vague. The time frames used in the CSP indicate short, medium and long term. These periods are not effective because most of the times your medium period goes beyond you consideration period which is actually the target. Secondly, all the available programmes of the centre are not catered for in the CSP.

The revisit of the Correctional Sentence Plan in terms of the above mentioned elements will eliminate confusion and will ensure timeous finalization of programmes.

The department adopted the Unit Management principles as part of the offender rehabilitation path in 1995, but no provision has been made to ensure that they do have the necessary human resources to execute the mandate. The post establishment of the department was never aligned to make provision for Unit management personnel. The centre establishment only indicate 42 case officers and 5 security managers. There is no provision for the other key posts e.g. Case Assessment officer (CAO), Case Intervention Officer (CIO), Case management Supervisors which essential

for the effective implementation of the rehabilitation processes. The officials presenting programmes (CIO) and officials assessing offenders (CAO) are currently performing tasks on an ad hoc basis.

The alignment of the establishment can resolve most of the mentioned challenges because the challenges mentioned above boils down to the same issue of shortage of personnel and the filling of key posts.

The rehabilitation of offenders is initiated once the assessment process has been finalized and the Correctional Sentence Plan has been approved. The rehabilitation process is the second stage of the ORP process and focuses the various rehabilitation programmes that must be rendered to an individual offender to address his/ her offending behaviour/ development.

The Centre that was used during the study had 40 rehabilitation and development programmes available to render to offenders. During the study when the sentence plan were perused it was discover that the sentence plan does not make provision for these 40 programmes that are available to offenders. Officials managing this sentence plans do not know when to schedule offenders for programmes base on the timeframes mentioned above which very vague and confusing.

It is recommended that the department revisit the CSP and address the timeframe issue and make provision for the various programmes that are available within the Department of Correctional Services.

The management and the monitoring of the Offender rehabilitation Path are not part of the processes of the ORP but play an integrated part in the process to ensure compliance. In the study the focus was on whether there are sufficient monitoring tools available to ensure that these needs based interventions are rendered within the required time frame.

The department do have sufficient monitoring and evaluating tools in place to ensure that the services are rendered to offenders. There is however a concern with regard to the monitoring of security incident specifically gang related incidents that are not monitored effectively. There is an urgent need

to control gangster activities, because it can negatively affect the rehabilitation processes. The department is performing excellent in managing the recording of incidents but they do not have any preventative strategy to ensure the reoccurrence of incidents or to protect non gang members from being expose to gang activities. Offenders, especially first time offenders, are exposed to various gangster activities and the department does not have any strategy in place to prevent these threats.

The monitoring and evaluation of the Correctional Sentence Plan are conducted via the Correctional Sentence Plan Review Framework (G 303 E). The tool is implemented within the department but they do not the monitoring does not take place because of the vague timeframes and the specification of the various programmes that must be rendered as specified above on the comments on the Correctional Sentence Plan. The CSPRF also need to be revisited in order to be more specific on the specific programmes and the date when the programmes must be rendered.

The placement/ reintegration of offender as the third phase of the ORP where offenders are considered for placement and if successful are reintegrated back into society. In order to do so the Department of Correctional Services is oblige to render certain support service to an offender before the actual placement. The department does comply to ensure that offenders are considered timeously and the processes are procedurally correct. The consideration for placement is however a concern, because out of the cases that were considered by the CSPB it was evident that some aggravating categories, e.g. severity of crime and length of sentence, are not considered by the CSPB. The various role players, e.g. the victim and other cluster partners viewpoints are also not part of the decision making process in most cases.

The support that is provided upon release to offenders is also of a concern because the offenders are put up for failure since the department is not providing any material and financial support to them when they are release from incarceration. It is a known fact if any person is without food he will

make means to get food. In this case the offender will go steal if he needs food.

The department needs to do more to ensure that the other cluster partners and victims are present during their sitting because it may bring other aggravating circumstance to light. Offenders are also not involve in all the required prelease programmes, the only programmes that are presented is the condition of placement. The department is also failing dismally when it comes to the partially reintegration processes. Temporary leave opportunities are not utilized at all in the facilities. The department have four categories of temporary leave but they do not have any operational policies in place which indicates when an offender qualifies per category.

The department must develop an operational policy on temporary leave that will complement the CSA. The shortage of staff or the alignment of the post establishment as mentioned supra contributes to the failure to render the prelease programmes. They are available but are not rendered due to the availability of the CIO's.

The human resources that department of correctional services have at their disposal to ensure service delivery is also very crucial when monitoring the ORP. The human resource that was subjected to investigation was the personnel strength. The personnel strength was measured in 3 stages, firstly the retention strategy where the department has to ensure that they always have sufficient members available to render the required services to offenders.

During the study it was discovered that after the implementation of Unit management, the department did never align their post establishment according the Unit Management principles. Crucial posts, e.g. Case Intervention Officer and Case Assessment Officer, were never catered for. The study also reveals that there were several officials that had exit the department over the last 3 years but they were never replaced. No new appointments were made over the last 3 years. It was evident that the

department does not have a retention strategy to ensure that services delivery is not at risk.

Secondly, the performance monitoring of the correctional officials responsible for the rehabilitation processes. The department of correctional service does have an excellent performance monitoring system in place but the performance meetings are not conducted on the required interval as specified which can contribute negatively if such an officials is not performing according the required standards.

Thirdly, the development of officials to ensure that they are competent for the task entrusted to them. The identifying and rendering of training of officials are not monitored at all. The development needs of officials are supposed to be identified during their performance agreement and the department must have a data base on all the development needs and how they are rendered to the officials. The department does not have any system in place to monitor the development of officials. They also do not have a list of training/ development opportunities for officials.

The department also needs to identify all the relevant development areas for each post and put it on a data base to assist manager and supervisors to identify development needs for officials within the department. The department also need to training programmes for the year to ensure that officials are developed accordingly. The department also needs to develop a career path for officials in which they can develop themselves.

8.3 Recommendations

The offender rehabilitation path of offender within correctional centres are predominantly in place but there is room for improvement and therefore the following recommendation are provided where service delivery can be improve on:

The orientation/ induction programme for offenders is a fundamental aspect on which the department needs to improve. The informal processes that are currently in place are not sufficient and therefor it is recommended that a

more formal approach needs to be followed where they developed a completed orientation and induction programmes where all the aspects that were mentioned in the study are address. The orientation and induction is also not a once of event but more time needs to made available, at least 2 months, to ensure offenders are properly orientated.

The availability of crucial documentation, e.g. SAPS 69/62 and sentence remarks, that are not readily available when offenders comprehensive assessments are conducted, result in a very poor quality assessment. The information obtained from above mentioned documents plays a vital role regarding the circumstances and condition under which the crime was committed. It is therefore recommended that the Department on a regular basis engaged with their cluster partners, SAPS and Justice, to ensure that these documents are available upon sentencing in order to accompany the warrant upon sentencing.

The Correctional Sentence Plan (G 303 D) and the Correctional Sentence Plan Review Framework (G 303 E) also needs to be revisited in order to eliminate unnecessary confusions. The confusions that are referred to, is that there is no specific provision as to what programme must be rendered to an offender. The plans currently only indicate the service e.g. social work services that must be rendered to him/her. The plans also do not make specific provision for what time the programme must be rendered it only indicate the period, e.g. short medium long term, which is very vague.

The management of gang activities is also a critical area where the Department of correctional service need to give more attention to. Gangs operate within correctional centre for years and up to date the department does not have an effective strategy in place to manage such gangs. Offenders are on a daily basis expose to gangsterism and the department are not doing anything to prevent such exposure. There is an urgent need to control gangster activities, because it can negatively affect the rehabilitation processes. It is therefore recommended that the department develop an effective anti-gang strategy to deal with gangs.

The support that is provided upon release to offenders is also of a concern because the offenders are put up for failure since the department is not providing any material and financial support to them when they are release from incarceration. It is recommended that the department revisit their operational policies with regard to the support to offender upon release because it is not in line with the CSA.

Temporary leave opportunities are not utilized at all in the facilities. The department have four categories of temporary leave but they do not have any operational policies in place which indicates when an offender qualifies per category. It is recommended that the department developed such policies to ensure that offenders can make use of such opportunities to ensure their successful reintegration.

The revisit and alignment the post establishment according Unit Management principles is of utmost importance for the department because it hampers service delivery in numerous field of the rehabilitation process. These fields are as follows;

- Rendering of correctional and pre-release programmes by the CIO
- The proper assessment of offenders
- The effective case management administration
- The security of the offenders and officials

The development of a proper retention strategy to ensure that service delivery is not compromise is also recommended because Department does not make provision for officials that is exiting the department.

The development of officials to enhance service delivery is a major concern for the department of correctional service because currently the department did not yet identify competency level for the various posts that exist within the department. The department also does not data base on the development of their officials in terms of what development programmes

they attended and what is still outstanding. The development of a career path for officials is also a shortcoming within correctional services. Therefore it is recommended that the department developed a career path for officials to enhance service delivery.

8.4 Suggestions for further research

The thesis that was conducted revealed several fundamental areas which pose challenges to service delivery. Most of the areas that were identified can be address within the capacity of the department. However the study did identify 2 areas where the department need to improve on that need a more in-depth research. They are as follows:

The orientation/ induction programme for offenders is a fundamental aspect on which the department needs to improve. The Department of Correctional Service currently only have an informal process in place which is done by the CMC. A more formal approach is needed where offenders are subjected to a much more comprehensive orientation and induction programme which address the following areas:

- Institutional rules – the disciplinary system for offenders
- Centre operations – daily/ weekly/ monthly structured programmes
- Gangsters – the various gangs and their operations
- Offenders rights – their rights and the limitations thereof
- Sentence administration – how they will serve their sentence and when they will be considered
- Rehabilitation services offered to offender within the centre

The programmes that will be rendered must also be conducted over a period of at least 2 months to ensure that offenders are well acquainted with the departmental operations

The management of gang activities is also a critical area where the Department of correctional service need to give more attention to. Gangs operate within correctional centre for years and up to date the department

does not have an effective strategy in place to manage such gangs. Offenders are on a daily basis expose to gangsterism and the department are not doing anything to prevent such exposure. There is an urgent need to control gangster activities, because it can negatively affect the rehabilitation processes. It is therefore recommended that the department develop an effective anti-gang strategy to deal with gangs.

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APPENDIX A

Appendix A 1: Admission Risk and Need Classification (G 303)

DEPARTMENT OF CORRECTIONAL SERVICES

ADMISSION RISK AND NEEDS ASSESSMENT

(To be completed within 6 Hours after admission)

PERSONAL PARTICULARS:

SURNAME:	
----------	--

MAIDEN NAME	
FULL NAMES:	
ALIAS:	
REGISTRATION NUMBER:	
ID NUMBER	
GENDER	
HIGH PRIORITY REFERRAL: Specify	
CURRENT OFFENCE	
SENTENCE LENGTH	
DATE OF ADMISSION	
TIME OF ADMISSION	
DATE OF SENTENCE	
CORRECTIONAL CENTRE	

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INSTRUCTIONS FOR COMPLETION OF ADMISSION RISK AND NEEDS ASSESSMENT

1. All sentenced offenders and awaiting trial detainees (ATD's) will be subjected to the Admission Risk and Needs Assessment **within 6 hours after admission**
2. **Section A to E** must be completed by the Correctional Assessment Official / Admission Clerks.
3. **Section F SIGNATURE AND CONFIRMATION** must be completed by the Unit Manager of the Assessment Unit.
4. The goal and objective of the
5. assessment form must be explained to offenders.
6. Should offenders refuse to answer any question, refusal should be indicated in writing by the Correctional Assessment Official (CAO) on the Admission Risk and Needs Assessment form.
7. Fill-in the form in black Ink.
8. Use BLOCK letter writing.
9. Choose the correct answer by marking with an "X" on the space provided.
10. You can choose more than one answer where applicable by marking with X in spaces provided.
11. Use the space provided under each section for additional information & comments.
12. The completed form must be filed in the institutional file and a copy placed in the offender's case file.
13. The Correctional Assessment Official must keep case files in a lockable cabinet within the assessment unit.
14. Assessment form is confidential and must be treated as such.

A. Detailed Personal Particulars

Surname & Initials		Registration Number	
--------------------	--	---------------------	--

B. Social Risk/Needs

3. Does the offender experience any problems informing family or close friend (s) of his/her imprisonment?	Yes	No
4. Does the offender need any assistance to contact family or close friend (s) in order to pay a fine/ bail?	Yes	No
5. Is the offender the sole child care giver?	Yes	No
6. Are there any dependents / children at the offenders home that need immediate support / assistance?	Yes	No

C. Emotional Well Being and Vulnerability Risks/Needs

7. Is this the offender's first time in a correctional Centre?	Yes	No
--	-----	----

D. Security / Escape Risk/Needs.

8. Does the offender's current conviction involve extreme or excessive violence?	Yes	No
9. Does the offender's current or previous conviction involve escaping from lawful custody?	Yes	No
10. Does the offender's current conviction involve armed or cash in transit robbery?	Yes	No
11. Does the offender's current conviction involve arson or fire setting?	Yes	No
12. Is the offender a member of a gang/crime syndicate?	Yes	No
13. Is the offender an illegal immigrant or a foreign national?	Yes	No
14. Does the offender express fears that there is somebody who deliberately wants to harm him/her?	Yes	No
15. Does the offender display violent, aggressive or hostile behaviour towards correctional officials or other offenders?	Yes	No
16. Is the offender a former member of the law enforcement authorities?	Yes	No
17. Was the offender a police informer prior to incarceration	Yes	No
18. Does the offender have other outstanding charge/s	Yes	No

Additional Information

Name / Surname of Official		Post Level	
Signature of Official		Date	Time
Signature of Offender		Date	

E. Summary Of Risks and Needs

DIMENSION	Risks / Needs	Yes	No	Referral for immediate intervention:
A. SOCIAL RISKS &NEEDS	Needs assistances contacting family/friends			Refer to the Unit Manager (the Unit Manager must intervene and refer for further intervention to other services providers)
	Children/ dependents need assistance			
B. EMOTIONAL WELL BEING RISKS & /NEEDS	Incarcerated for the first time			Refer to Unit Manager for suitable housing and referral for further intervention by relevant internal service providers
C. SECURITY RISK & NEEDS	Risk for aggression or violence			Refer to Unit Manager for possible treatment as a maximum offender until he / she is classified
	Escape risk			
	history of Arson / fire setting			
	Member of gang / crime syndicate			
	Expression of fear / In danger			Refer to Unit Manager for suitable housing and referral for further intervention by relevant internal service providers

F. SIGNATURE & CONFIRMATION:

Confirmation: Unit Manager

Surname and Initials of the Unit Manager	
Post Level of the Official	
Date	
Signature	
Contact Number	

Appendix A 2: Comprehensive need and risk Assessment (G 303 A)

DEPARTMENT OF CORRECTIONAL SERVICES

COMPREHENSIVE RISK AND NEEDS ASSESSMENT

(To be completed within 21 days of admission)

PERSONAL PARTICULARS:

SURNAME:	
MAIDEN NAME	
FULL NAMES:	
ALIAS:	
REGISTRATION NUMBER:	
ID NUMBER	
GENDER	
HIGH PRIORITY REFERRAL: Specify	
CURRENT OFFENCE	
SENTENCE LENGTH	
DATE OF ADMISSION	
TIME OF ADMISSION	
DATE OF SENTENCE	
CORRECTIONAL CENTRE	

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INSTRUCTIONS FOR COMPLETION OF COMPREHENSIVE RISK AND NEEDS ASSESSMENT

1. All sentenced offenders serving a sentence of more than 24 months must be subjected to the Comprehensive Risk and Needs Assessment within **21 working days** after admission.
2. The Correctional Assessment Official (CAO) will complete the following section in the form:
 - Section A: Crime & Criminality
 - Section B: Education, Sports, Recreation & Employment
 - Section C: Spiritual Care, Social & Emotional Well being
 - Section D: Security
 - Section E: Summary of Risks and Needs & Signature of CAO and the Offender
 - Annexure A: Will be utilized for completion of the Correctional Sentence Plan
3. Section F: Signature and Confirmation will be completed by the Unit Manager of the Assessment Unit and the Chairperson of Case Management Committee
4. The goal and objective of the assessment form must be explained to offenders.
5. No offender must be forced to answer any question that he/she is uncomfortable with.
6. Should offenders refuse to answer any question, refusal should be indicated in writing on the comprehensive Risk and Needs Assessment form.
7. Fill-in form with black Ink
8. Use BLOCK letter writing.
9. All Sections must be completed in full.
10. Mark with an "X" on the most correct answer, by drawing an "X" through the provided possible answers where applicable.
11. More than one "X" can be used where applicable.
12. The completed form must be forwarded to the Unit Manager for confirmation of the assessment and filed in the Case File of the Offender. A second copy should be filed in the Institutional File of the offender
13. The assessment form is confidential and must be completed in private and treated as such.

SECTION E: SUMMARY OF RISKS AND NEEDS

Dimension	Risk & Needs	Yes	No	If yes, give a brief description
Crime and Criminality: Childhood	Presence of criminal behaviour in childhood			
	Previously expelled / suspended from school			
	Previously placed in a reformatory / school of industry/ secure care centre / development programme			
Crime and Criminality: Youth	Presence of criminal behaviour during youth stage			
	Victims were women			
	Victims were men			
	Victims were aged			
	Victims were disabled			
	Victims were animals			
	Victims were children			
	Victims were business			
	Victims were known to the offender			
Victims were a stranger(s)				
Crime and Criminality: Adulthood	History of adult criminal behaviour			
	Victims were women			
	Victims were men			
	Victims were aged			
	Victims were disabled			
	Victims were animals			
	Victims were children			
	Victims were business			
	Victims were known to the offender			
Victims were stranger(s)				
Crime & Criminality Current: incarceration	Current offence (s) categorized as aggressive or violent crime (s)			
	Current offence (s) categorized as sexual offence			
	Current offence (s) categorized as economic			
	Current offence (s) categorized as Drug related			
	Victims were women			
	Victims were men			
	Victims were aged			
	Victims were disabled			
	Victims were animals			
	Victims were children			
Victims were business				

Dimension	Risk & Needs	Yes	No	If yes, give a brief description
	Victims were known to the offender			
	Victims were stranger(s)			
Gang and Criminal Associations	Has criminal associations			
	Is a member of the gang / crime syndicate / organised crime			
	Is a leader of the gang			
Substance abuse	Is addicted to a substance			
	Has previously received treatment / counselling for substance use / abuse (relapsed)			
	Wants treatment / counselling for substance use / abuse			
Education, Training and skills assessment	Cannot read and write			
	Is trained in a specific profession, skill, trade			
	Has practical experience for a specific profession, skill, trade			
	Is qualified / registered for a specific profession, skill, trade			
	Has a tertiary education			
	Is currently studying			
	Has specific education & training needs			
Sports, Recreation, Arts and Culture	Has skills, interests and hobbies			
	Plays a competitive sport			
	Has formal training in sports, recreation, arts and cultural activities			
Employment	Has never been employed in his / her life			
	Was not employed prior to his / her arrest/incarceration			
Spiritual Care	Belongs to a religious group/church			
	Holds a leadership position in his / her church / faith			
	Needs spiritual support			

Dimension	Risk & Needs	Yes	No	If yes, give a brief description
	Wants to participate / continue with religious activities in the correctional centre			
Social Risk & Needs	Was living on the street			
	Was living in a state institution/shelter			
	Was renting a flat or room			
	Does not have contact with significant others			
	Needs to establish contact with significant others			
	Has a relationship problem with significant others			
	Requires mediation for the relationship problem			
	Is a sole provider of the dependants			
	Requires assistance for his / her dependants / family			
Emotional Well-being Risk & Needs	Previously received treatment for mental illness			
	Is currently on treatment / medication for Mental illness			
	Has previously been treated for suicide attempt / self-harm			
	Has suicidal thoughts / is threatening to commit suicide			
	Has committed a sexual offence			
	Is a victim of physical, sexual abuse or crime (if crime specify)			
	Has nightmares / flashbacks related to victim related incident			
	Needs some help with nightmares / flashbacks			
	Has been physically or sexually abused in the correctional centre			
	The court recommended psychological / psychiatric treatment as part of the sentence			

Dimension	Risk & Needs	Yes	No	If yes, give a brief description
Security Risk & Needs	Previous crimes categorized as high risks			
	Current crimes categorized as high risk			
	Serving a sentence of 15 years and above			
	Serving more than one sentence			
	Previously escaped, attempted to escape or assisted in escape			
	Previously revoked probation placement, breached parole / bail conditions			
	Has institutional / disciplinary charges			
	Convicted for an offence that involves racism, racial / political conflict			
	Has received verbal threats or someone has threatened to take something from him / her by use of force			

Additional Information

Name / Surname of Correctional Assessment Official		Post Level	
Signature of Official		Date	Time
Signature of Offender		Date	

Section F: Signature & Confirmation

Surname and Initials of the Unit Manager		Surname and Initials of the Chairperson CMC	
Post Level of the Official		Post Level of the Official	
Date		Date	

Appendix A 3: Admission Security Risk Classification (G 303 B)

**DEPARTMENT OF CORRECTIONAL SERVICES
ADMISSION SECURITY RISK CLASSIFICATION TOOL**

(To be completed within 24 hours by Corrections Assessment Official)

PERSONAL PARTICULARS:

SURNAME:			
FULL NAMES:			
ALIAS / MAIDEN NAME:			
REGISTRATION NUMBER:			
CURRENT OFFENCE			
SENTENCE LENGTH			
DATE OF ADMISSION			
DATE OF SENTENCE			
CORRECTIONAL CENTRE			
SECURITY CLASSIFICATION (Mark with an X)	MAXIMUM	MEDIUM	MINIMUM

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**ADMISSION SECURITY RISK CLASSIFICATION TOOL
CLASSIFICATION SHEET FOR SENTENCED OFFENDERS**

A SECURITY RISK CLASSIFICATION SHEET: (To be completed by the Corrections Assessment Official (CAO) / **CAT** Coordinator / (Secretary of CMC in cases where the CAO is not appointed **and CAT not established**) * reflect risk factors for escape

SECURITY RISK CLASSIFICATION SHEET				SCORE
1.	*Crime Category (Severity of Current Conviction) (Annexure A) (Warrant)	High Risk	10	
		Medium Risk	2	
		Low Risk	1	
2.	*Effective length of current sentence (Warrant)	More than 20 years including life	20	
		10 yrs. to 20 years	10	
		5 yrs. to 10 yrs.	2	
		Less than yrs.	1	
3.	Offence History (Number of previous convictions) (SAP 69)	More than 3 Convictions	3	
		1-3 convictions	2	
		None	1	
4.1	*Current multiple offences (Number / Counts) (Warrant)	More than 3 offences / counts	3	
		2-3 offences /counts	2	
		1 offence /count	1	
4.2	*Current multiple offences (Categorization) (Attached Annexure)	More than 1 High Risk offence or Combination of High Risk, Medium Risk & Low Risk offences	10	
		More than 1 Medium Risk offence or more than 1 Low Risk offence or Combination of Medium Risk and Low Risk offences	2	
		1 offence (Any category)	1	
5.	Time lapse between current offences(s) and previous convictions (SAP 69)	Less than 5 yrs.	3	
		More than 5 yrs. up to 10 yrs.	2	
		More than 10 yrs.	1	
		First Time offenders	0	
6.	History of violence (Prior conviction(s) for violent offence(s) within last 5 years) (SAP 69)	2 & above	10	
		1	2	
		None	1	
7.	*Escape history (SAP 69)	2 and above	4	
		1 and attempted escape	2	
		None	1	
8.	Age at admission on current sentence	30 yrs. or younger	3	
		31-50 yrs.	2	
		51 or older	1	
9.	Motive/Circumstances under which crime was committed (Annexure B)	High Risk	3	
		Medium Risk	2	
		Low Risk	1	
10.	Crime committed in gangs context/Crime syndicate or with accomplices (SAP 62)	Yes	4	
		No	1	
11.	Number of Victims (Human) (SAP 62)	3 or more victims	3	
		2 victims	2	
		1 victim	1	
				TOTAL

B. GUIDE FOR SCORING: (To be utilized as a guide by the Corrections Assessment Officials CAT Coordinator, CAT and Chairperson of CMC)

The lowest possible score is 11 (denotes low risk)

Highest Possible Score is 73 (denotes high risk)

Levels of Classification	Minimum: 11-28	Medium: 29-47	Maximum: 48-76 points
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C. DECISION GUIDE: (To be utilized by CMC Chairperson)

Minimum (11 to 28)	Placement in Medium Correctional Centers
Medium Scores (29-47)	Placement in Medium Correctional Centre
Maximum Scores (48-76) &	Placement in Maximum Correctional Centre or Placement in Maximum Sections or Unit (s) within a Correctional Centre
Mandatory or Compulsory Overrides:	Escape Risk: (Factor 1=10; Factor 2=20; Factor 4.2=10 & Factor 7=4) = 44 Lifers, Offenders serving sentences longer than 20 years and offenders who pose an escape risk must be placed in Maximum Correctional Centre for the first five years before they are considered for reclassification.

D. SIGNATURES: (To be completed by the officials who completed the Risk Classification Guide)

Surname and Initials of the Corrections Assessment Official / CAT Coordinator/CMC Secretary		Post of the official	
Date		Signature	
Contact Number			

E. CONFIRMATION AND DECISION: (to be completed by the CMC and signed by the Chairperson of CMC)

The Chairperson of the CMC is allowed to disregard the final scores and utilize the conditions for Mandatory overrides stated in Section C.

Total Score obtained			
Classification Category (Mark with X)	Maximum	Medium	Minimum
Reasons for the decision if it is contrary to the decision guide which is in line score ranges (Mandatory Override)			
Surname and Initials of the Chairperson of Case Management Committee		Post Level of the Official	
Date		Signature	
Contact Number			

INSTRUCTIONS FOR COMPLETION OF ADMISSION SECURITY RISK CLASSIFICATION TOOL

1. All sentenced offenders are subjected to Security Risk Classification for proper placement in a Correctional Centre. The form must be completed within the first 24 hours after admission. In the absence of the SAP 62 and SAP 69c, the Security Risk Classification must be revised within 24 hours after receipt of the information.
2. The goal and objective of the assessment form must be explained to offenders.
3. The form must be completed with black pen.
4. Check SAP62, SAP 69 for completion of some sections. If these forms are not available on admission please refer to the scoring guideline in the absence of SAP62 and SAP 69c below (11)
5. Add all the scores obtained by the offender and write the total on the space provided for the total.
6. The completed form should be submitted by the CMC Chairperson who will sign for the receipt of the completed form and make a decision with regard to the placement of the offender.
7. The final decision will be made by the Chairperson of the CMC taking into consideration the factors associated with mandatory overrides.
8. A copy of the form should be filed in the case file of the offender.
9. Assessment form is confidential and must be completed in private.
10. Scoring Guidelines in the absence of SAP62 and SAP69c:
 - Offence History: Allocate Maximum points
 - Time lapse between the current offence (s) and previous convictions: If the offender is not a first time offender, allocate maximum points.
 - History of Violence: Allocate maximum points
 - Crimes Committed in gangs context/ crime syndicate or with accomplices: allocate maximum points
 - Number of victims: allocate maximum points
 - In cases where an ex-offender is incarcerated but no information (clean or no SAP 69c) exist at the SAPS Criminal Bureau, the previous file and Admission & Release data must be used.
11. The following sessions must be completed as follows:
 - A Security Risk Classification Sheet:** The Corrections Assessment Officials / [CAT Coordinator](#) (Secretary of CMC in cases where the CAT is not established)
 - B Guide for Scoring:** The Corrections Assessment Officials / [CAT Coordinator](#)/ Secretary of CMC in cases where the CAT is not established
 - C Decision Guide:** Chairperson of CMC

D Signatures: The official who completed the Security Risk Classification Guide

E Confirmation and Decision: Chairperson of CMC

Annexure A: The Corrections Assessment Officials, [CAT Coordinator](#) and Chairperson of CMC

Annexure B: The Corrections Assessment Officials, [CAT Coordinator](#) and Chairperson of CMC

NB: The SAP62 and SAP 69 should be obtained within the period of one month after admission and the offender should be reclassified with this tool for proper placement.

INSTRUCTIONS TO BE MOVED TO THE SECOND PAGE

Appendix A 4: Correctional Sentence Plan (G 303 D)

DEPARTMENT OF CORRECTIONAL SERVICES CORRECTIONAL SENTENCE PLAN (CSP)

PERSONAL PARTICULARS

SURNAME	
MAIDEN NAME	
FULL NAMES	
ALIAS	
REGISTRATION NUMBER	
ID NUMBER	
GENDER:	
HIGH PRIORITY REFERRAL (SPECIFY)	
CURRENT OFFENCE	
DATE OF SENTENCE	
LENGTH OF SENTENCE	
CONSIDERATION DATE FOR POSSIBLE PLACEMENT	

Department of Correctional Services

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PREAMBLE

A correctional sentence plan serves to guide interventions aimed at addressing the risks and needs of offenders as identified during the comprehensive risk and needs assessment. It seeks to spell out what programmes/services/activities are required to correct the offending behaviour and to help offenders develop skills to handle socio-economic conditions that led to criminality. It also spells out programmes/services/activities that the offender needs to enhance his or her social functioning, preparation for release and reintegration into the community. The sentence plan sets time frames for programmes/services/activities to take place and it specifies who should ensure that the intended programmes/services/activities are offered to the offender.

INSTRUCTIONS FOR COMPLETION OF THE CSP FORM

1. The form must be completed by the Correctional Assessment Official (CAO).
2. Refer to the Individual Offender Profile for risks and needs identified during assessment.
3. Delete what is not applicable

4. Mark appropriate block with "X" where applicable.
5. Specify recommended programme/service/activity in a space provided and where applicable.
6. Use a **black pen and BLOCK** letter writing when a hard copy is utilised.
7. All relevant sections must be completed in full.

GUIDELINES FOR THE DEVELOPMENT OF THE CSP

1. A correctional sentence plan (CSP) must be developed for all sentenced offenders serving a sentence of longer than 24 months within 21 working days after admission.
2. The sentence plan must be developed for each offender based on the needs and risks as indicated on the offender profile.
3. The CAO must refer to each correctional center's list of programmes/services/activities (Annexure A) in order to recommend programmes/services/activities.
4. Where necessary, respective specialist / service providers must conduct their own assessment in order to further identify risks/ needs and determine appropriate interventions.
5. Time frames for interventions should be based on the nature of identified risks and/or need as well as the length of the offender's sentence.
6. Offenders with court referrals must be prioritised for interventions.
7. Short and medium term interventions should as far as possible focus on interventions that are aimed at addressing offending behaviour and those that will assist the offender to cope with life in the correctional centre.
8. Social reintegration interventions should take place as soon as the offender is admitted and continue throughout his/her sentence period depending on the risks/needs identified.
9. Offenders serving short term sentences should be prioritised for in-depth programmes targeting their offending behaviour.
10. The following time frames should serve as a guide to plan for implementation of interventions however there should be allowance for flexibility in cases where there is lack of capacity.
11. For offenders serving (>24 months - 60 months)
 - a. Short Term period for intervention: 0 – 6 months
 - b. Medium Term period for intervention: > 6 months – 30 months
 - c. Long term period for intervention: > 30 months - 60 months
12. For offenders serving (>60 months - < 10 years)
 - a. Short Term period for intervention: 0 months – 30 months
 - b. Medium Term period for intervention: > 30 months – 60 months
 - c. Long term period for intervention: > 60 months – 120 months
13. For offenders serving (10 - < 20 years)
 - a. Short Term period for intervention: 0 months – 120 months
 - b. Medium Term period for intervention: > 120 months – 180 months
 - c. Long term period for intervention: > 180 months – 240 months
14. For offenders serving (20 years and above)
 - a. Short Term period for intervention: 0 months – 180 months
 - b. Medium Term period for intervention: > 180 months – 240 months
 - c. Long term period for intervention: > 240 months
15. The CMC Chairperson must explain the goal and objectives of the sentence plan to each offender.
16. The completed sentence plan must be signed by the CAO, the offender, the Unit Manager and the CMC Chairperson who approves it.
17. No offender must be forced to sign a sentence plan.
18. Should an offender refuse to sign a sentence plan, refusal should be indicated in writing on the sentence plan form where a space for comments is provided.
19. An offender's additional needs that may arise during the development of the sentence plan should be indicated in the space provided.
20. The approved CSP must be submitted to the Unit Manager for referral to a relevant service provider.
21. After completion and approval the original correctional sentence plan should be filed in the CMC file of the offender and the copy thereof on the Case File.

Crime Committed/ Offending behaviour	Mark the appropriate block with "X"	Recommended programme/service/activity (Refer to the attached list of programmes/services/activit ies)	Mark the appropriate block with "X"	Indicate recommended service provider		Indicate recommended timeframes within which interventions should take place in line with the length/remaining length of sentence. (Refer to guidelines 11 -14 and mark the appropriate block with 'X')		
				Internal	External	Short Term	Medium Term	Long Term
AGGRESSIVE OFFENCES: e.g. Murder and Related Offences, Culpable Homicide and Related Offences, Assault and Related Offences, Rape		Anger management Programme						
		Psychological Services						
		Social Work Services						
		Other , Specify:						
SEXUAL OFFENCES: e.g. Sexual assault, Indecent assault, rape etc.		Sexual offences programme						
		Psychological Services						
		Social Work Services						
		Other , Specify:						
ROBBERY AND RELATED OFFENCES		Anger management Programme						
		Psychological Services						
		Social Work Services						
		Other , Specify:						
ECONOMIC OFFENCES: e.g. Theft and related offences, Fraud, Deception and Related Offences		Social Work Services						
		Other , Specify:						
DRUG AND ALCOHOL RELATED OFFENCES		Substance Abuse Programme						
		Social Work Services						
		Placement in drug-free cell						
		Support groups e.g. Alcoholics Anonymous (AA)						
		SANCA Drug and Alcohol Treatment Programme/Service e.g. Ahanang substance						
		abuse programme						
		Other , Specify:						

Appendix A 5: Correctional Sentence Plan Revision Framework (G 303 E)

**DEPARTMENT OF CORRECTIONAL SERVICES
CORRECTIONAL SENTENCE PLAN REVISION FRAMEWORK
(CSPRF)**

IDENTIFYING PARTICULARS (Translate the following information from offender's correctional sentence plan)

Surname			
Maiden Name			
Full Names			
Alias:			
Registration Number			
Date of Sentence			
ID Number			
Gender			
Current Offence			
Length of sentence			
Correctional Centre / Community Corrections Facility			
Consideration date for possible placement			
Dates on which CSP has been reviewed			

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PREAMBLE

A Correctional Sentence Plan Revision framework (CSPRF) serves to monitor and evaluate interventions offered over a period of time to address the risks and needs of offenders as well as correct their offending behaviour. It seeks to determine if programmes/services/activities are needs based, efficient and effective. Based on the offender's behavior over a period of time it specifies further recommendations, adjustments to the offender's existing Correctional Sentence Plan (CSP).

INSTRUCTIONS FOR COMPLETION OF THE CSPRF FORM

1. The form must be completed by the Case Review Team (CRT).
2. Translate information from Individual Offender CSP
3. Delete what is not applicable
4. Mark appropriate block with "X" where applicable and where necessary specify the type of programmes/services/activities rendered to address risks/needs.
5. Use a **black pen and BLOCK** letter writing when a hard copy is utilised.
6. All Sections must be completed in full.

GUIDELINES FOR THE DEVELOPMENT OF THE CSPRF

1. The correctional sentence plan revision framework (CSPRF) must be completed by the Case Review Team in the housing unit.
2. The review must be based on the information that is on the individual offender's correctional sentence plan and on the progress reports from service providers.
3. The review of each offender's correctional sentence plan will be determined by the length of his/her sentence and the following time frames for the review will apply unless there is a need to amend the CSP prior to the stipulated period:
 - a. For offenders (serving > 2 – 5 years) – once in every three months (quarterly)
 - b. For offenders (serving 5 - <10 years) – once in every six months (bi-annually) For long term offenders (serving 10 - < 20 years) – once in every six months (bi-annually)
 - c. For offenders (serving 20 years and longer) – once a year (annually)
4. The CSPRF must be signed by the CRT Chairperson, the offender, and a witness.
5. The CMC Chairperson must approve the amendment of the CSP.
6. Recommendations regarding the need to amend the CSP should be brought to the attention of the relevant service provider by the CRT Chairperson.
7. A completed CSPRF must be submitted to the Chairperson of the CMC and a copy must be filed in offender's case file.

Crime Committed/Offending behaviour (as per CSP)	Mark the appropriate block with "X"	Type of programme/service rendered to address the offending behaviour/crime committed	Mark the appropriate block with "X"	Recommended timeframe(s) for programme/service (as per CSP)			Status of the intervention (programme/service/activity) (Indicate applicable box with an 'X')		
				Short term	Medium term	Long term	In Progress	Not completed	Completed
AGGRESSIVE OFFENCES: e.g. Murder and Related Offences, Culpable Homicide and Related Offences, Assault and Related Offences, Rape		Anger management Programme							
		Psychological Services							
		Social Work Services							
		Other , Specify:							
SEXUAL OFFENCES: e.g. Sexual assault, Indecent assault, rape etc.		Sexual offences programme							
		Psychological Services							
		Social Work Services							
		Other , Specify:							
ROBBERY AND RELATED OFFENCES		Anger management Programme							
		Psychological Services							
		Social Work Services							
		Other , Specify:							
ECONOMIC OFFENCES: e.g. Theft and related offences, Fraud, Deception and Related Offences		Social Work Services							
		Other , Specify:							
DRUG AND ALCOHOL RELATED OFFENCES		Substance Abuse Programme							
		Social Work Services							
		Placement in drug-free cell							
		Support groups e.g. Alcoholics Anonymous (AA)							
		SANCA Drug and Alcohol Treatment Programme/Service e.g. Ahanang substance abuse programme							
		Other , Specify:							
PROPERTY AND ENVIRONMENTAL DAMAGE		Anger management Programme							
		Other , Specify:							

Crime Committed/Offending behaviour (as per CSP)	Mark the appropriate block with "X"	Type of programme/service rendered to address the offending behaviour/crime committed	Mark the appropriate block with "X"	Recommended timeframe(s) for programme/service (as per CSP)			Status of the intervention (programme/service/activity) (Indicate applicable box with an 'X')		
				Short term	Medium term	Long term	In Progress	Not completed	Completed
PUBLIC ORDER AND PUBLIC WELFARE OFFENCES		Specify:							
ROAD TRAFFIC AND VEHICLE REGULATORY OFFENCES		Specify:							
OFFENCES AGAINST JUSTICE, PROCEDURES, GOVERNMENT SECURITY AND GOVERNMENT OPERATIONS		Specify:							
TRAFFICKING RELATED OFFENCES (human, drugs, endangered species etc.)		Specify:							
OFFENCES AGAINST FREEDOM OF MOVEMENT		Specify:							
OTHER OFFENCES, SPECIFY		Specify:							
GANG MEMBERSHIP/ CRIMINAL ASSOCIATIONS		Life skills Programme (Distancing self from higher-risk offenders, ending gang membership)							
		Place in employment work groups							
		Separate offender from other gang members							
		Other , Specify:							