

**AN INVESTIGATION INTO THE SOUTH AFRICAN CORRECTIONAL
OFFICERS' LIVED EXPERIENCES OF THEIR WORK AND THE EMPLOYEE
ASSISTANCE PROGRAMME AND MEANING THEREOF**

by

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DECLARATION

I declare that '**AN INVESTIGATION INTO THE SOUTH AFRICAN CORRECTIONAL OFFICERS' LIVED EXPERIENCES OF THEIR WORK AND THE EMPLOYEE ASSISTANCE PROGRAMME AND MEANING THEREOF**', is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

SIGNATURE

(Rachel Philliphina Willemse)

DATE

QUOTE

“The most important person in any prisoner’s life is not the Minister of Justice, not the commissioner of prisons, not even the head of prison, but the warder in one’s section. If you are cold and want an extra blanket, you might petition the Minister of Justice, but you will get no response. If you go to the commissioner of prisons he will say ‘sorry, it is against regulations.’ The head of prison will say, ‘If I give you an extra blanket, I must give one to everyone.’ But if you approach the warder in your corridor, and you are on good terms with him, he will simply go to the stockroom and fetch a blanket.” Nelson Mandela (Long Walk to Freedom)

DEDICATIONS

Dedicated in love and gratitude to my late mother, Klara Willemse, my late grandmother, Sarah Ruiters and my late grandfathers Piet Ruiters and Hannes Willemse.

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ABSTRACT

Correctional officers work in a coercive environment and as such they are confronted with various challenges on a daily basis. Research found that the unique stressors that correctional officers experience result in stress which can negatively impact their physical and psychological health as well as their family life. However, limited research has been conducted to identify the stressors that are relevant to the South African correctional officer. Therefore, the aim of this study was to investigate South African correctional officers' lived experiences of their work and work environment and the Employee Assistance Programme and the meaning they attached to them.

Purposive and snowball sampling techniques were utilised to select the 20 participants from the two correctional centres of the Department of Correctional Services in Worcester, Western Cape. The sample consisted of 11 male and 9 female correctional officers between the ages of 26 and 56 years with a mean age of 43.4. A qualitative approach was utilised to obtain in-depth insights into the lived experiences and attributed meanings of participants. Individual interviews were conducted with the participants by utilising a semi-structured interview guide. A demographic questionnaire was completed by each participant after the interview. The interviews were audio-recorded with the written permission of each participant and transcribed for analysis.

Through the use of Interpretive Phenomenological Analysis (IPA) 7 themes were identified namely: (a) confronting various challenges on a daily basis (b) various dimensions of correctional officers life affected (c) neglect of correctional officers' well-being (d) coping mechanisms (e) barriers preventing corrections officers from utilising the EAP (f) a recognition of the positive value of the EAP (g) personal meaning derived from work. In addition, the themes consist of various subthemes. The findings of the study suggest that correctional officers are confronted with various challenges on a daily basis, which include lack of input into decision making, lack of support from management, lack of trust in management, pressure caused by staff shortages, lack of resources, inadequate training opportunities and a lack of promotion system. Furthermore, participants revealed that their work and work environment had a negative impact on their physical and psychological health as well as their family life. In addition, participants reported that aspects of their well-being are neglected which include a lack of interest from management in their problems, a lack of

recognition and motivation from management as well as a lack of team-building opportunities.

Various coping mechanisms were utilised by the participants which seems to act as a buffer against the negative effects of their stressful work and work environment. These coping mechanisms include conflict resolution and communication skills, religion, sport, positive thinking, resilience as well as family and co-worker support. A variety of barriers that prevent participants from using the EAP service that are offered at work were identified. These barriers indicated by the participants included a lack of trust in the EAP, the stigma attached to using the EAP, difficulty relating with the EAP practitioner, a negative perception of the EAP, and insufficient marketing of the EAP. Despite the barriers, participants recognised the overall positive value of the EAP service in the Department of Correctional Service.

Participants appear to find meaning in their work. Some participants expressed the satisfaction that they experienced from their job while others expressed the sense of reward that they experience from their job. Recommendations for further research include the evaluation of the EAP programme to determine its effectiveness on a national level, more involvement from management in ground floor correctional officers, providing additional teambuilding opportunities and reintroducing Wellness Days. A limitation of the study is that only a small sample of correctional officers limited to two correctional facilities in Worcester, Western Cape, was used. Therefore, the findings of the study could not be generalised to the whole population of South African correctional officers.

KEY TERMS

South Africa, correctional officers, lived experiences, work environment, well-being, Employee Assistance Programme, qualitative research design, semi-structured interview guide, Interpretive Phenomenological Analysis, themes.

CHAPTER 1

INTRODUCTION

1.1 Introductory background to the study

Corrections work requires the individual to maintain an unusually heightened and sustained level of mental and physical vigilance as well as strict adherence to security protocols. This is necessary in order to maintain the physical safety of justice-involved individuals, the managing staff, and members of the surrounding communities (Spinarius, Denhof, & Morton, 2013). Correctional officers are exposed to unique occupational hazards and are at a significant risk for injuries and illness because of the nature of their work (Konda, Reichard, & Tiesman, 2012; Vickovic, 2015).

According to Narsee (2015) the South African correctional service is portrayed negatively by the South African media. Poor working conditions, long hours and fearing for one's life is normal for correctional officers. Evidence also points out that the South African correctional environment is the worst in the African continent (Magungxu, Abuya & Moyo, 2014). Research found that South Africa has the highest inmate population in Africa, which results in correctional facility over-crowding. Furthermore, this high occupancy level has resulted in an uneven warder-inmate ratio of 1:25 (one warder for every twenty five inmates) (Magungxu et al., 2014). A survey conducted in the United States found that correctional officers indicated that over-crowding led to high stress levels, problems with safety, increased violence and impaired job performance. In addition, the study revealed that correctional officers at the most over-crowded correctional facilities reported the highest level of stress and fear of inmates (Martin, Lichtenstein, Jenkot & Forde, 2012).

Correctional officers work in a coercive environment, where they are required to perform a dangerous job with an unwilling population (Vickovic, 2015). Ferdik (2014) found evidence that correctional officers perceived a rather high degree of harmful risk from an array of dangers encountered within their work environment. This finding indicates that correctional officers judged their work place as being unsafe and they felt vulnerable to its numerous threats. Heightened risk judgment among correctional officers can seriously undermine the ability of officers to effectively perform their job and contribute to security concerns (Ferdik, 2014). As a result, mental disorders (depressive symptoms, anxiety, stress), and job

dissatisfaction are higher for correctional staff than all other occupations (Tiesman, Hendrick, Bell, & Amandus, 2010).

Mambi (2005) and McCarthy (2012) found that correctional officers experience excessive stress. The leading causes of stress as indicated by the majority of participants ranged from the following: being exposed to dangerous inmates, fear of inmates, shortage of staff, and overcrowding, stressful working conditions, work overload and working overtime (Mambi, 2005). Furthermore, the majority of the participants in the study indicated that there was a correlation between work-related stress and poor family relationships. The stressed individual does not and cannot leave work-induced stress at work. The adverse effects of undue stress go home with the employee and affect the family relationships (Finney, Stergiopoulos, Hensel, Bonato, & Dewa, 2013; Konda et al., 2012; Mambi, 2005; Vickovic, 2015). According to Vickovic (2015) the unpredictable requirements of working overtime, rotating shifts, and the need to staff correctional institutions regardless of holidays, can take a toll on correctional officers and their families. Research conducted by Griffin (2006) in the United States found that work-family conflict acted as a major source of stress for both male and female correctional officials. Interestingly, Meier (2013) found that correctional officers who experienced high levels of perceived dangerousness of the job as a result of workplace stress reported lower levels of family conflict and physical symptoms when they have supportive families and supervisors.

Magungxu et al. (2014) and Mambi (2005) found a high correlation between correctional facility overcrowding and absenteeism. Employees are frequently on sick leave while others are regularly on temporary incapacity leave. The research by Magungxu et al. (2014) also found that as a result of high stress levels the majority of participants felt pushed into alcohol abuse. Similarly, a literature review by Morgan (2009) found a link between stress and substance abuse problems (such as alcohol or drug abuse) among correctional officers. Cognitive job satisfaction and organisational commitment are also negatively affected by this disproportion with the majority of correctional officers indicating poor work performance due to low morale and lack of motivation (Magungxu et al., 2014).

Mohoje (2006) reported significant differences in the experience of stress by correctional officers of different age groups as a result of job overload and organisational commitment in various South African correctional facilities. Also, the stress levels experienced by correctional officers aged 20-30 years differs significantly from correctional officers of the

age group 50-60 years as a result of job control (an employee's ability to fully use their skills and make workplace decisions). Evidence was also found that the experience of stress differs significantly between correctional officers with different ranks as a result of job overload and work-life balance. Furthermore, the same research found that correctional officers with varying years of experience encountered stress differently as a result of work relationships (Mohoje, 2006). Similarly, research conducted by Mcieli (2008) in various high risk correctional facilities in the United States found that as the age and the seniority of the correctional officer increased, the stress level of the correctional officers decreased. Mohoje (2006) found that there was no difference in levels of stress experienced by male and female correctional officers. This finding is in contrast with Mcieli (2008) and Vickovic's (2015) studies that found evidence that female correctional officers experienced more stress than male correctional officers. Furthermore, Cheeseman and Downey (2012) found that female correctional officers who are satisfied with their job experienced lower work stress. Griffin (2006) found that male correctional officers who indicated poor relationships with their supervisors experienced increased levels of stress.

Botha and Pienaar (2006) found that the most severe stressors for South African correctional officers were related to a lack of resources such as inadequate salary, staff shortages, lacking recognition and motivation and physical threat as sources of workplace stress. Additional stressors as a result of correctional facility overcrowding included having to perform tasks outside their normal job description, covering for other employees, insufficient personnel to handle assignments, and dealing with crises situations. Similarly, research found that staff and resource shortages as well as high turnover rates caused higher stress levels for correctional officers (Summerlin, Oehme, Stern, & Valentine, 2010; Swenson, Waseleski, & Hartl, 2008). Keinan and Malach-Pines (2007) and McCarthy (2012) found that correctional officers experienced high levels of stress and burnout due to stressful factors such as working shifts without compensation, low pay, and heavy workload.

Botha and Pienaar (2006) and McCarthy (2012) found that correctional officers who perceived a lack of support from their agencies or from their supervisory and management personnel (as might be reflected in recognition), reported higher stress levels. Brough and Williams (2007) found that supervisor support was a strong predictor of both job satisfaction and work-related psychological well-being in Australia. This finding implies that adverse psychological outcomes associated with organisational stress among correctional officers can be avoided to some extent, if adequate levels of supervisor support are available. Therefore,

organisational stress experienced by correctional officers can be reduced by training supervisors to provide a supportive function (Brough & Williams, 2007, Meier, 2013). Lambert, Hogan, Barton-Bellessa and Jiang (2012) found that levels of burnout were lower when correctional officers trusted supervisors and management.

Lambert, Hogan and Allen (2006) and McCarthy (2012) found that correctional officers who perceived a lack of job autonomy or lack of input into decision making experienced increased stress levels. Role ambiguity and role conflict were found to have positive correlations with correctional staff burnout (Lambert, Hogan, Jiang, & Jenkins, 2009). According to Lambert et al., (2009) this finding implies that correctional employees may want clearly defined roles, directions, expectations and guidance for their jobs, and they don't want to be overloaded in their assigned job tasks.

The work-related stress experienced by correctional officers can lead to serious medical problems, including heart disease, diabetes, high cholesterol, gastrointestinal problems and hypertension (Morgan, 2009; Swenson et al., 2008). Spinarus et al. (2013) found that 27% of the participants suffered from post traumatic stress disorder (PTSD) and 26% participants suffered from depression. The correctional professionals suffering from PTSD and depression reported elevated anxiety levels, high stress levels, increased substance use, functional impairment, increased doctor's visits, increased use of sick days, and decreased life satisfaction. The co-occurrence of PTSD and depression appears to be particularly debilitating and has been found to increase suicide risk (Spinarus et al., 2013). Morgan (2009) revealed that stress can lead to severe depression and suicide among correctional officers. Research found that correctional officers have a 39% higher risk of committing suicide than the average working population (Konda et al., 2012). As a result of occupational stress, correctional officers may also display behavioral problems such as anger with inmates, family or friends (Morgan, 2009).

Misis, Kim, Cheeseman, Hogan and Lambert (2013) found that the perceptions of inmates had an effect on job stress among correctional officers. Correctional officers who saw inmates as being manageable reported lower levels of stress, while officers who perceived inmates as being unfriendly, antisocial, and cold, reported higher levels of stress.

Due to an increase of personal problems in the workplace, as outlined above, employee Assistance Programmes (EAP's) were developed in most South African companies and organisations to deal with this (Bhoodram, 2010). The formulation of the Employee Health

and Wellness Plan (EHWP) at the Department of Correctional services was motivated by the Department's vision of a positive, motivated, and healthy workforce (Ramadikela & Phathela, 2007). In line with this vision, the Department of Correctional Service established the Employee Assistance Programme to ensure and maintain a healthy workforce (Lodewyk, 2011). The EAP is a worksite programme aimed at assisting employees with personal problems such as physical health problems, marital, family, financial, alcohol and stress which may negatively affect job performance (SA Corrections Today, 2007). Furthermore, the EAP is regarded by the Department of Correctional Services as a management tool which can assist managers, supervisors, and union representatives with employee conflicts, performance problems or workplace issues (Bhoodram, 2010; SA Corrections Today, 2007).

Bhoodram (2010) evaluated the EAP in Correctional Services and found that it did not fully comply with the standards set out by the Employee Assistance Professional Association of South Africa (EAPA SA). Furthermore, the Department of Correctional Services is understaffed when attempting to deliver EAP services with only 32 EAP professionals to provide a service to 42 000 employees in 2014 (Bhoodram, 2010; Corrections@Work, 2014). The international standard is one EAP professional for 200 employees (Corrections@Work, 2014).

According to Bhoodram (2010) the success of EAP's depends on the support of the management of the organisation and the support of supervisors. The supervisors are the primary source of helping in identifying the troubled employee (Bhoodram, 2010). However, managers, supervisors, and union representatives tend to seek EAP assistance only when there is a major crisis due to an authoritative style of management (Corrections@Work, 2014). Similarly, Lodewyk (2011) found that if supervisors do not believe in the positive value of the programme, it may create obstacles in the utilisation of the programme. Lodewyk (2011) found that the EAP service is not used effectively because there is uncertainty about the procedures to be followed.

Lodewyk (2011) evaluated correctional officer's perceptions of the EAP Service in Correctional Services and found that the majority of participants are aware of the service. However, despite being aware of the programme, fewer participants are making use of the EAP service. According to Lodewyk (2011) it appears that there may be a stigma attached to the use of the EAP service. Furthermore, employees may feel that confidentiality is compromised and this may affect their willingness to use the programme. Employees may

also fear that management will use the programme to benefit themselves (management). However, Bhoodram (2010) and Lodewyk (2011) found that the majority of participants indicated the need for an EAP Service in the Department of Correctional Service.

1.2 Statement of the problem

Botha and Pienaar (2006) pointed out that it is important to the community that correctional officials are optimally functioning and well balanced since they are responsible for maintaining a very important role of correctional services and safe custody of offenders. However, the unique working environment of these public services such as overcrowding and correctional facility violence increasingly jeopardises the fulfillment of such expectations (Botha & Pienaar, 2006). Workplace stress and burnout among correctional officers can lead to unsafe correctional facilities, high turnover rates, absenteeism, lower productivity, and decreased effectiveness in the workplace (Finney et al., 2013).

As pointed out by the literature (Botha & Pienaar, 2006; Brough & Williams, 2007; Lambert et al., 2006; Mambi, 2005; McCarthy, 2012; Summerlin et al., 2010), factors such as overcrowding, an unsafe workplace, lack of resources, organisational support, and input into decision making can have a negative influence on the work performance of the correctional officer. In addition, these factors might lead to work stress and negatively affect the well-being as well as personal or family life of the correctional officer. Furthermore, indications are that the Employee Assistance Programme is not effective in addressing these problems correctional officers are confronted with. Therefore, it is important to investigate the South African correctional officers' experiences of their work, the work environment, the subsequent effect on their well-being, as well as the EAP provided.

1.2.1 Theoretical framework

The relationship between work stress and its effects as well as coping with it can be explained by utilising the ecosystemic theory and the Conservation of Resources (COR) theory. According to the ecosystemic-theory, the individual and his or her environment are interconnected and the role of the environment should be considered when trying to explain phenomena (Mattaini & Meyer, 2016). The individual is embedded in a web of relationships (Mattaini & Meyer, 2016) and therefore symptoms can be understood as a metaphoric communication which comments on the patterns of relationships in a system (Jacobson, 1994). According to Jacobson (1994) stress must be described as an on-going recursive

relationship between a person and his or her context (in this case his or her work environment). Based on the ecosystemic theory, the manifestation of work stress in the correctional officer can be explained as a reaction to the demanding work conditions in the correctional facility.

The Conservation of Resources (COR) theory examines the interaction between the individual and the environment, and the degree of correspondence between demands in the environment and the individual's resources to deal with these demands (Dewe, O'Driscoll, & Cooper, 2012). According to Rothmann, Mostert and Strydom (2006) when the external environment lacks resources, individuals cannot reduce the potential negative influence of high job demands (for example overload, role ambiguity and role conflict) and they cannot achieve their work goals. Additionally, they cannot develop themselves further in their job and organization. The COR theory predicts that employees will experience a loss of resources in an environment with low resources and high demands, such as the correctional facility environment. According to Rothmann et al. (2006) in order to reduce the discomfort of job stress employees will attempt to minimize losses. One way of achieving this is to reduce the discrepancy inputs with the intention of achieving equity without further negative consequences for themselves (Rothmann et al., 2006). Based on the Conservation of Resources theory, correctional officers utilize various coping mechanisms in an attempt to minimize losses as a result of a demanding work environment in the correctional facility.

1.3 Research aim

The aim of the research was to investigate the lived experiences of and meaning of being a South African Correctional Officer.

1.3.1 Objectives

The following were the objectives of the research:

- To explore and describe the experiences of correctional officers in the work environment.

- To understand the impact of the work and the environment on correctional officers' well-being.
- To explore and describe the EAP experiences of correctional officers.
- To understand the meaning correctional officers' attribute to their experiences.

1.3.2 Research questions

Based on the aim and objectives of the research the following research questions were explored:

- What have been your work experiences as a correctional officer?
- What impact does your work and your work environment have on your well-being?
- What have been your experiences of the Employee Assistance Programme (EAP) that has been made available at work?
- What do your experiences mean to you?

1.4 Rationale for the study

1.4.1 Motivation for the study

Several researchers highlighted the need to conduct research of the experiences of South African correctional officers (Botha & Pienaar, 2006; Magungxu, 2014; Mambi, 2005). These researchers argue that research should focus on identifying stressors relevant to the South African context (Botha & Pienaar, 2006; Mambi, 2005). Given that the current researcher's literature search yielded only a limited number of studies conducted in South Africa about the lived experiences of South African correctional officers, the proposed research hopes to fill the gap.

1.4.2 Significance of the study

The research will contribute to the body of knowledge in the field of psychology and provide valuable information for Employee Assistance Programmes in correctional services.

1.4.3 Limitations of the study

A limitation of this study is that only a small sample, limited to Worcester, was included in the study. As such, the findings of the research cannot be generalised to the whole population of South African correctional officers. Another possible limitation is that the participants in the study could have answered the questions posed to them in a socially desirable way. Qualitative research is based on how people perceive their life experiences and is therefore reliant on the participant's answering the questions honestly and openly.

1.5 Summary

This chapter provided a background to the study including a statement of the problem. Furthermore, the aims of the study, as well as the rationale for conducting the study were discussed. The next chapter provides a review on the available literature.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The Department of Correctional Services has undergone significant transformations since 1994. All of these changes had an impact on correctional officers, especially the custodial correctional officer. This chapter will present the major transformations that took place in the Department of Correctional Services. Thereafter, corrections as a profession, the duties and training of correctional officers, the role of the correctional officer in rehabilitation as well as characteristics of the corrections profession will be discussed. Furthermore, a definition of stress will be provided and the causes of correctional officer stress as well as the effects of stress on the correctional officer will be described. Lastly, a detailed discussion of the Employee Assistance Programme (EAP) will be provided.

2.2 The Transformation of Prisons to Correctional Facilities

The South African Department of Correctional Service (DCS) had to reinvent itself after 1994, like other government departments. This transformation included the development of new legislation, the amended Corrections Service Act of 1998, and the White Paper of Corrections in 2005 which positioned the South African Correctional system among the best in the world (Corrections@Work, 2014). The White Paper on Corrections in South Africa represented the final break with a past archaic penal system and the introduction of prisons as correctional centers of rehabilitation where offenders are given new hope and encouragement to change their lifestyle (White Paper on Corrections, 2005). The fundamentals of the White Paper are derived from the Constitution of South Africa of 1996, the Correctional Service Act (Act no 11 of 1998) and the integrated justice system. While safety and security remain the core business in Correctional Services, it is informed by the strategic imperatives of correcting offenders behaviour and rehabilitation is a societal responsibility. The White Paper on Correction in South Africa is the principal strategic document of directing the management and service provision of the Department in the future. In addition, this

document also sets objectives against which the people of South Africa can measure the Department's performance and service delivery (White Paper on Corrections, 2005).

2.2.1 Programmes to Implement White Paper

The main challenge of the Department of Correctional Service was to translate the vision of the White Paper into operational activities (White Paper on Corrections, 2005). The Department introduced various financial programmes to implement the White Paper. One of these financial programmes is corrections which is aimed at addressing the offending behaviour. Another implemented financial programme is security which is aimed at addressing the safety of inmates, officials, and members of the public. The Department also introduced a long-term facilities strategy to ensure the establishment and maintenance of conditions consistent with human dignity for offenders. The financial programme of care was also implemented which is aimed to provide for the mental well-being of inmates including access to social and psychological services. The Department also prioritised development as a financial programme which is aimed at providing skills development in line with Departmental and national human resources needs. Lastly, after care was introduced as a financial programme which is intended to ensure successful reintegration through appropriate interventions directed at both the inmate and relevant societal institutions (White Paper on Corrections, 2005).

2.2.2 Challenges to the transformation of prisons to corrections

The transformation of prisons to corrections is hindered by the entrenched legacy of the colonial and apartheid systems that ruined many African societies for centuries (Corrections@Work, 2014). South African correctional centers and systems are characterised by having deep roots in the era of political, social and economic subjugation which contributes to the manifestation of various challenges. One of these challenges is the propensity for using incarceration for all kinds of crime which led to perennial overcrowding and ageing infrastructure that were unable to cope with the traffic. Another challenge is the under-resourcing of correctional facilities which led to inadequate food, poor hygiene, and limited services such as social work and psychological services. In addition, the disproportionately large numbers of remand detainees, which in some African countries are 97% of inmates, are also a challenge. Furthermore, another challenge is where access to

education, skills development, family connections, and general empowerment of offenders are not prioritised which in turn makes rehabilitation difficult to achieve (Corrections@Work, 2014).

2.3 Corrections as a profession

The South African Department of Correctional Service acknowledged that the transformation of corrections into a recognised and respected profession required a commitment to education and training of personnel combined with career pathing (White Paper on Corrections, 2005). Josi and Sechrest (1998) maintained that professionalism can best be achieved through controlled programmes of recruitment, as well as the improvement of the correctional officer's skills, knowledge, insight and understanding of the corrections process. Tapscott (2009) argued that the manner in which correctional staff are recruited, trained and rewarded will have a major impact on the manner in which they conduct their duties and the commitment and professionalism that they bring to their work.

Matetoa (2012) defined a profession as a specific work (or occupation) through which an individual earns a living through participation in a trade economy. According to Matetoa (2012) to acquire a profession involves training in a particular function while basic knowledge of the profession is also required. However, Matetoa (2012) argued that although professionalism can be obtained through training of the individual, the process of selection of the ideal candidates also plays a vital role. Cilliers (1997), Motaung, Masondo and Kau (2000) pointed out that the strategic direction towards professionalism in the South African Correctional Service would lead to training which is more meaningful. The shift in training would also redefine the dual role of correctional officers within the rehabilitation context. According to Cilliers (1997) professionalising Correctional Service will ensure a constructive correctional experience for offenders, while promoting the assertiveness, intelligence, and image of competency of the correctional officer. Motaung et al. (2000) argued that by developing a professional workforce it will enhance the professional status and performance of the South African correctional officer through training and development programmes. According to Coetzee (1997) professionalism entails a set of knowledge, skills and attitudes towards correctional services as a profession which will inform the attitude of the correctional officer. Therefore, professionalisation of the South African Correctional Service

will influence the positive attitude of and behaviour change of correctional officers regarding both their capacity for and commitment towards service delivery (Gumada, 2001).

Matetoa (2012) maintained that any profession requires three types of skills which are vital for good performance. The first required skill is technical skills which refer to controlling the things necessary to perform the job. The second required skill is human skills which refer to having healthy relationships with others, supervising and coordinating the work of others, and having knowledge of human nature. According to Matetoa (2012) the supervision of people is an inherent duty in the correctional facility environment. The third skill is conceptual skills which refer to the ability to recognise the bigger picture as well as extending and applying pre-designed programmes to accomplish particular goals (Matetoa, 2012).

Matetoa (2012) pointed out that the changes in Correctional Service introduced new prospects and meaning to the occupation for the new generation correctional officer. According to Matetoa (2012) the new system has introduced a broad diversity of function demands which require that the correctional officer obtain additional training and education. In addition, this required that the Department of Correctional Service placed further education and training as a compulsory requisite for all correctional institutions. The White Paper on Corrections (2005) pointed out that the status of correctional officials is regarded as lower than other criminal justice personnel, while their work should be recognised as requiring a high degree of personal integrity, commitment, and professionalism. Furthermore, it is recognised that the attitude of society towards the correctional official has to change in order to facilitate the recruitment of new members with the necessary skills and personal dispositions into the Department (White Paper on Corrections, 2005).

2.3.1 Duties of the Correctional Officer

The main duty of the correctional officer is to securely and safely detain offenders in custody (Cornelius, 2001). Another duty of the correctional officer is to participate in the rehabilitation of offenders while in custody. Cornelius (2001) pointed out various other formal duties of the correctional officer. Firstly, correctional officers are required to carry out inspections and headcounts of offenders in living units, and work spaces in regular intervals. Secondly, correctional officers must also carry out searches for contrabands on offender's bodies, living units, and work spaces. Contraband refer to any object unapproved by the institutional administration such as illegal and dangerous items such as prohibited

drugs, weapons (home made weapons or guns or knives) cell phones. Contraband can also relate to any approved item surplus to requirements such as blankets and stored food. Thirdly, another duty of correctional officers is to administer the admission of offenders into the institution. The admission process requires that the official paperwork of an offender is captured accurately. In addition, offenders must be searched, medically examined, have their possessions registered and stored, and then placed into custody. Correctional officers are also required to monitor offender's behavior and actions continuously in living units, segregation units, work projects, in recreation, and treatment programmes. The monitoring entails violation of rules by offenders, strange behavior, symptoms of depression or other mental illness, cleanliness, and performance of work. Another formal duty is to supervise offenders while performing work projects as well as providing leadership to offenders in the execution of correctional officers' orders. Correctional officers are also formally required to apply the laws and rules of the correctional institution appropriately and without discrimination. In addition, correctional officers are obliged to investigate and report infringements which might lead to the formal prosecution of offenders who have committed an offence while incarcerated. Furthermore, another duty of correctional officers is to check the environment and security systems of the institution including checking all spaces for fire safety and/or any violation on hygiene. In addition, received mail and parcels are also examined for smuggled goods. Lastly, correctional officers are required to escort offenders within the institutions or to other institutions such as government hospitals or court as well as escorting official visitors within the institution (Cornelius, 2001).

2.3.2 Training of the Correctional Officer

The history of the South African Department of Correctional Service demonstrated that correctional officials were not trained in the skills and knowledge which are critical for a new rehabilitation centered correctional system (White Paper on Corrections, 2005). Therefore, in 2004 the focus of basic training for correctional officers changed with the introduction of the new Learnership in Corrections Science NQF Level 4 (Matetoa, 2012). According to Matetoa (2012) the goal was to accommodate the new rehabilitation centered approach of the Department of Correctional Service. The strategic direction of the South African Department of Correctional Service from a closed paramilitary prisons department to a Correctional Service resulted in major human resource development challenges (White Paper on Corrections, 2005). The main challenges were ensuring the paradigm shift among existing

personnel as well as the development of an appropriate recruitment, promotion and retention strategy for the various categories of personnel required to deliver on the rehabilitation mandate (White Paper on Corrections, 2005).

According to Matetoa (2012) the main aim of the Learnership in Corrections Science is to produce well trained, competent and valuable rehabilitators who are encouraged and dedicated to service delivery while constantly taking pleasure in fulfilling their jobs. Through the learnership new entry officials acquire a profession by completing a co-ordinate learning programme that covers 30% theory and 70% experiential learning (Department of Correctional Service, 2012). The theory learning phase is conducted for a period of three (3) months at either Zonderwater College or Kroonstad College while the experiential learning phase are conducted for a period of nine (9) months at a correctional institution. The theoretical learning phase is based on an outcome-based approach to ensure that theoretical information and skills are relayed accurately. In addition, it instills a code of conduct and values in the correctional officer to ensure optimal functioning in his or her profession (Department of Correctional Service, 2012).

The Department of Correctional Service facilitates the training through the Safety and Security Skills Education Training Authority (SASSETA) (Department of Correctional Service, 2012). According to Matetoa (2012) all the aspects that deal with issues of development and care as well as rehabilitation duties are completed in the three months theoretical phase of training. The experiential learning phase which is conducted for a period of nine months focuses on security aspects including post, team, escort, gate, as well as section duties, hospital guarding, and correctional supervision (Matetoa, 2012). According to Matetoa (2012) the Learnership in Corrections Science focuses on the following study units: (a) demonstrate an understanding of offender rehabilitation, (b) promote human rights as contained in the Bill of Rights in corrections (c) demonstrate an understanding of the corrections environment, (d) conduct internal security duties, (e) conduct external security duties, (f) utilise security equipment in corrections, (g) promote the development and wellbeing of offenders, (h) promote environmental and personal hygiene to inmates, (i) demonstrate knowledge and understanding of HIV/AIDS, Sexually Transmitted Infections (STIs) and Tuberculosis (TB), (j) identify, handle and defuse security related conflict, (k) fire arm training, (l) write security reports and take statements (Matetoa, 2012).

Tapscott (2009) found that in addition to the induction courses for new recruits, correctional centers also offer various in-service training programmes to their staff. These in-service training programmes ranged from administrative, unit, and financial management as well as leadership logistics, to specialised courses in the management of offenders, including programmes on sexual offenders, conflict and trauma, aggression and drug abuse. These programmes are either presented by DCS head office in Pretoria or by various NGO's. However, it was reported that some of the training programmes are often too generalised, and are often not specific to the working environment and the operational needs of the staff undergoing them. In addition, training was not always introduced systematically because managers could not afford to release officers in sections where staff shortages exist. Furthermore, members of a particular unit are seldom, if ever, able to undergo training as a group or even in quick succession of each other. As a result, the impact of training tends to be reduced, as staff who has received training tends to be out of sync with others in the unit (Tapscott, 2009).

2.3.3 Role of the correctional officer in the rehabilitation of the inmate

Correctional officers have an important role in the functioning of correctional facilities (Bezerra, de Assis, & Constantino, 2016; Hogan, Lambert, Jenkins & Wambold, 2006; Lambert & Hogan, 2010). According to Bezerra et al. (2016) correctional officers work directly with the incarcerated population and are responsible for the custody of the convicted inmate. In addition, correctional officers are mainly responsible for maintaining a humane environment in correctional facilities through their daily interaction with inmates and provide significant insights into the problems of inmates (Atkin-Plunk & Armstrong, 2013; Pollock, Hogan, Lambert, Ross & Sundt, 2012). The South African Department of Correctional Service recognised the enormous challenge it faced to change the profile of the correctional officer from that of a prison warder perceived to be prone to corrupt influences to that of a role model and a rehabilitator (White Paper on Corrections, 2005). However, the challenge is no longer optional as correctional officers are best placed to influence offenders positively or negatively. The South African Department of Correctional Service considers every official as a potential rehabilitator. In addition, every person entrusted in the official's care is corrigible and may become a law-abiding citizen as well as a nation server through correction. The manner in which each and every member performs their task can either contribute to the creation of a rehabilitation-encouraging environment or an environment

which militants against rehabilitation and the correction of offending behaviour (White Paper on Corrections, 2005).

According to Matettoa (2012) rehabilitation consists of education, skills training, recreation activities (sports, arts and culture) health care and psychological treatment, maintenance of family and community links, a safe and healthy confinement environment and post release assistance to guarantee that the offender is rehabilitated and successfully reintegrated into society. As such, Matettoa (2012) argued that the correctional officer as a rehabilitator will be actively involved in the rehabilitation process with roles ranging from skills trainer, recreation officer, case officer, or even take up a more professional role such as health care worker, psychologist and social worker. According to Matettoa (2012) the goal of the training is to include the custodial officer in all the parts of the offender's life to increase the officer's power base and level of authority. However, Matettoa (2012) argued that despite all of the efforts of the South African Department of Correctional Service to depict the correctional officer as a rehabilitator, the correctional officer is simply playing a role as an enabler rather than a rehabilitator. According to Matettoa (2012) an enabler ensures that the environment is suitable for rehabilitation to continue smoothly. In contrast, a rehabilitator has knowledge and expertise of the concept of rehabilitation and takes an active role in healing an offender by applying theoretical models of rehabilitation (Matettoa, 2012).

2.4 Concept of stress

According to Dewe et al. (2012) various definitions of stress evolved over time. Hans Selye first introduced the concept of stress in the health psychology field in 1962 (Baqutayen, 2015). Early definitions of stress defined it in three ways; firstly a stimulus, secondly a response, and thirdly, a dynamic process where there is a reaction between the two (Butler, 1993; Dewe et al., 2012). The stimulus-based definition of stress suggests that stress results from pressure (Butler, 1993). According to Butler (1993) when the external stimulus (pressure) becomes too big, the more likely it becomes that the individual will succumb to pressure and collapse. Tenibiaje (2013) defined stress as the physiological and psychological reactions to certain events in the environment. According to Tenibiaje (2013) stress is an unpleasant state of emotional and physiological arousal that people experience in situations that they perceive as dangerous or threatening to their well-being. Selye's definition of stress is a response-based definition (Butler, 1993). According to Selye's (1976) stress is the non-

specific response of the body to any demand made upon it. In addition, Selye introduced the terms “eustress” which refer to good, satisfying stress and “distress” which refer to bad, damaging stress (Baqutayan, 2015). Selye observed what he called the general adaptation syndrome (GAS) during which the physiological response to stress progress through 3 stages (Baqutayan, 2015; Butler, 1993; Khrono, 2002). According to Butler (1993) during the alarm stage the body is alerted and responds with an alarm reaction. During the next stage, the stage of resistance, automatic activity is triggered as the body prepares to deal with the stress. Finally, the stage of exhaustion sets in if the stress continues beyond the capacity of the body to respond, damaging the system and potentially leading to collapse (Butler, 1993).

Lazarus and Folkman’s transactional approach of defining stress remains one of the most influential and most used definitions (Dewe et al., 2012). Based on the transactional model stress is a product of the interaction between the individual and the environment (Dewe et al., 2012). Lazarus and Folkman (1984, p. 19) defined stress as ‘a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being.’ According to Butler (1993) there are two implications for accepting Lazarus and Folkman’s definition of stress. Firstly, wide differences exist between people both in the things that are perceived as stressful and in the perception of their ability to respond to it. Secondly, stress is determined by the relative balance between two types of appraisal namely; perceived demands and perceived resources. If the resources outweigh the demands then the person may feel relatively untaxed. If the person is ‘in balance’ then he or she should be operating at maximum efficiency. Distress, or suffering, arises when perceived demands outweigh perceived resources (Butler, 1993).

2.5 Causes of Correctional Officer stress

2.5.1 The work environment of the correctional officer

Brower (2013) argued that the fact that correctional officers work in a closed, secure work environment with limited freedom of movement and little exposure to outdoor and natural lighting may be a stressor. In addition, the physicality of the job which includes carrying of equipment and prolonged exposure to walking or standing on concrete also places stress on the correctional officer and can lead to chronic neck, back and knee injuries. According to

Brower (2013) correctional officers are required to display a high level of vigilance, boundary setting and self-control because of the inmate behaviours that they encounter on a daily basis. The posture "always alert and constantly expecting" generates anxiety and this "necessary sensorial diligence" leads to great psychological distress (Bezerra et al., 2016, p. 2136). The constant state of alertness can be taxing both physically and psychologically (Brower, 2013). According to Rothmann et al. (2006) inmates have numerous programmes such as stress management programmes available to help them cope with the stress of their living environment. However, correctional officers have limited resources to help them cope with the stress of the correctional environment (Rothmann et al., 2006).

2.5.2 Overcrowding in correctional facilities

Overcrowding of correctional facilities was found to be a risk factor for stress among correctional officers (Bezerra et al., 2016; Keinan & Malach-Pines, 2007; Martin et al., 2012; Swenson et al., 2008). Research found that correctional officers at the most crowded correctional facilities reported higher levels of inmate fear and are also more stressed (Bezerra et al., 2016; Martin et al., 2012). According to Martin et al. (2012) correctional officers' fear are related to the fear of being assaulted by inmates or having to break up fights between inmates.

The South African Department of Correctional Service considers overcrowding as the most important challenge (White Paper on Corrections, 2005). In addition to having a negative impact on the ability of the Department to deliver a desirable service, it also has serious legal consequences which necessitate finding a solution to this problem. Tapscott (2009) and Mostert (2001) found that overcrowding was reported as a problem by both staff and inmates in the South African government correctional centers. The extent of overcrowding varied with Malmesbury Correctional Centre reporting 13% overcrowding, Drakenstein Correctional Centre reported 41% overcrowding, and Johannesburg Youth Correctional Centre reported 116% overcrowding (Tapscott, 2009). Correctional facility managers reported an increase in overcrowding despite the fact that a number of new state and private correctional facilities were built over the last twenty years. Furthermore, correctional center managers indicated that they have limited input over the number of offenders that they can accommodate. In addition, awaiting trial detainees were often brought to correctional centers without the managers' permission (Tapscott, 2009).

The impact of correctional facility overcrowding is felt throughout the correctional system (Tapscott, 2009). According to Tapscott (2009) overcrowding places pressure on management and administrative practices as well as the welfare of inmates (Tapscott, 2009). Overcrowding tends to have a multiplier effect in that it aggravates staff shortages and resource constraints as well as exposing administrative weaknesses. In addition to the physical discomfort for inmates caused by facility overcrowding, the prospects of effective implementation of rehabilitation programmes are limited. With limited resources and staff as well as excessive numbers of offenders, correctional officials are simply unable to deliver a comprehensive rehabilitation programme and are compelled to focus on a restricted number of activities (Tapscott, 2009). According to Annual Report of the Judicial Inspectorate (2008/2009), it impacts negatively on the South African government's effort to implement rehabilitation programmes and to successfully reintegrate inmates upon release. Furthermore, overcrowding also infringes on the basic human rights of offenders by limiting their personal space and privacy as well as restricting opportunities for physical and mental stimulation (Tapscott, 2009). According to the Annual Report of the Judicial Inspectorate (2008/2009) overcrowding in South African correctional centres impacted the humane detention of inmates negatively. Mostert (2001) pointed out that violent activities increased as a result of correctional facility overcrowding as correctional officers may experience difficulties in controlling inmates.

2.5.3 Staff shortages

Summerlin et al. (2010) found that staff shortages were indicated by the majority (73%) of correctional officers as the most significant challenge leading to very high stress levels. Correctional officers reported that staff shortages adversely affected their job performance at correctional centres and led to officers treating inmates badly because of overcrowding (Martin et al., 2012). Keinan and Malach-Pines (2007) pointed out that shortage of staff puts pressure on correctional staff to work overtime, and forego taking time off. Research found that staff shortages hamper the correctional officers ability to cope effectively with violent inmates leading to high levels of vigilance to avoid been attack (Jenkot et al., 2012; Keinan & Malach-Pines, 2007). Tapscott (2009) and Matetoea (2012) highlighted that staff shortages are a major problem of all the correctional centres in the South African Department of Correctional Service. According to Tapscott (2009) staff shortages occur as a result of normal staff attrition, including death, medical boarding, and resignations to accept more

lucrative appointments elsewhere, and transfers especially by staff wanting to return to their home region.

Tapscott (2009) noted that the problem of staff shortage is most acute amongst custodial staff. Whilst Matetoa (2012) argued that the highest vacancies are for psychologist, counsellors and social workers who are considered a rare scarcity in the DCS as well as South Africa as a whole. According to Tapscott (2009) Drakenstein Correctional Centre reported vacancies in 55% of their custodial staff posts as well as professionals such as social workers, nurses, and other remedial specialists. The Department of Correctional Service (2013) acknowledged that the overall vacancy rate for positions in the DCS's rehabilitation programme is at a level of 11.6% considerably higher than the overall vacancy rate. In addition, the vacancy rates in the critical occupations that normally perform rehabilitation duties are also very high. Accompanying the high vacancy rate for psychology professionals is the high annual staff turnover rate of 10.5% (Department of Correctional Service, 2013). Tapscott (2009) argued that staff shortages have a compounding effect on all aspects of correctional life, and not least on the performance of the correctional officer's work. According to Tapscott (2009) severe staff shortages lead to stress symptoms and burnout among many correctional officers. Fourie (2015) warned that the shortage of professionals have serious implications for the facilitation of the process of rehabilitation and as well as activities aimed for rehabilitation in DCS. Therefore, Fourie (2015) is concerned about the impact of these high vacancies rates on the duties and expectations placed upon the correctional officer.

2.5.4 Lack of input in decision-making

Lambert and Poaline 111 (2008) found that the lack of input into decision-making increased work stress for correctional officers. According to Lambert and Poaline 111 (2008) this finding demonstrated that allowing correctional officers input in decision-making allowed employees to be more effective in their jobs which will lead to increased pride and greater job satisfaction. Lambert et al. (2012) found that by allowing staff input into decision-making in aspects of their job and organisation is a way of building positive relationships between employees and supervisors or management. In addition, input into decision-making also allows staff to feel valued and trusted. Slate, Wells and Johnson (2003) found that the perceived atmosphere for participation in workplace decision-making significantly influenced an employee's perception of their job. According to Slate et al. (2003) employees who did

not perceive a positive atmosphere for participation in decision-making that affect them in the workplace were significantly more likely to have a negative opinion of their job and will experience more stress. Slate et al. (2003) found that employees who had input into decision-making were more likely to express higher opinions of their job and are less likely to report physical symptoms of stress. According to Slate et al. (2003) the benefits of allowing employees input into decision-making ranged from greater productivity and morale to less absenteeism, lower health care cost and employee turnover. Therefore, Slate et al. (2003) stressed that participatory management strategies are critical to maximising the functioning of human capital. Owen (2006) suggested management styles which utilised collaborative decision-making to promote an internal locus of control. In turn, this may lead to greater job satisfaction for employees'. According to Owen by allowing correctional officers some degree of autonomy to plan their goals and strategies will demonstrate to employees that the institution has got confidence in their abilities (Owen, 2006).

The majority of correctional officers in Chipanga's (2016) research revealed that lack of participation in decision-making due to their low rank affected their work as they felt "failed" and "insignificant". Chipanga (2016) maintained the importance of allowing employees of all ranks input into matters that affected their work. By allowing correctional officers' input into decision-making might have a positive impact on their work attitude which may be important in the functioning of the organisation as well as the achievement of set organisational goals. In addition, a sense of belonging could be nurtured through the acknowledgement by top management of the suggestions of lower rank members. Furthermore, input into decision-making had an influence on their level of work commitment and may also increase their loyalty towards the organisation. Lastly, this will help to establish working and practical guiding tools that will further enhance the working relationships between employees within organisations (Chipanga, 2016).

2.5.5 Lack of job autonomy

Job autonomy is the degree of control that an employee has over his or her job (Lambert & Poaline 111, 2008). According to Lambert (2004) it is the degree of freedom that staff members have in making job-related decisions. Research conducted by Lambert, Hogan, Cheeseman, Jiang and Khondaker (2012) found that a lack of job autonomy leads to emotional burnout. According to Lambert et al. (2012) job autonomy allows staff to be more in control of their jobs, and this probably raises the level of positive feelings resulting from

the job. A lack of job autonomy might cause a sense of frustration and strain as staff may feel that they are pawns in the workplace who have no say in job-related matters. Subsequently, this frustration and strain can potentially contribute to correctional officers' succumbing to job burnout. According to Lambert et al. (2012) not having control can result in feelings of helplessness and powerlessness which have both been linked to increased chances of burnout. Allowing correctional staff some control over their jobs send a message that they are valued, respected, and trusted. These are positive states which are not linked with emotional burnout and may even help buffer staff from other workplace stressors which can lead to burnout. Therefore, this finding also demonstrated that control is very important in helping to protect correctional staff from job burnout (Lambert et al., 2012).

2.5.6 Lack of resources

Research found that correctional officers reported high levels of stress as a result of lack of resources to perform job tasks (Bezerra et al., 2016; Chipanga, 2016; Summerlin et al., 2010). As a result of the economic recession in 2009, the United States Department of Correctional Service placed financial restrictions on essential programmes aimed at benefitting inmates. According to Summerlin et al. (2010) the financial restrictions placed on essential programmes have the potential to negatively impact correctional officers as well as the inmates. Similarly, Tapscott (2009) found that lack of resources in South African correctional facilities seriously compromised the fulfillment of offender development plans. Summerlin et al. (2010) found that closely related to the lack of resources is the struggle of continuing to perform the job with inadequate resources and equipment. According to Summerlin et al. (2010) the majority of correctional officers in the study reported high stress levels as a result of being forced to use inadequate equipment. Chipanga (2016) found that a lack of resources was indicated by correctional officers as one of the major challenges in performing their duties. According to Chipanga (2016) as a result of the lack of resources correctional officers were unable to perform their duties in an optimised way which led to strain.

2.5.7 Role conflict

Role conflict occurs when the correctional officer is required to cope with the perceived conflicting demands of guarding versus rehabilitating (Bezerra et al., 2016; Brower, 2013;

Keinan & Malach-Pines, 2007; Mostert, 2001; Rothmann et al., 2006; Samuels, 2010). Matetoa (2012) described the role of the correctional officer as two folded since they perform a custodial and treatment role simultaneously. According to Matetoa (2012) the custodial objective is the duty to society which guarantees the confinement of offenders within acceptable uniform behavioral procedures. The objective of rehabilitation requires that the correctional officer provide constructive treatment to ensure that when offenders are released, they will have a fair opportunity to turn into law abiding and productive members of the community (Matetoa, 2012).

Fourie (2015) argued that the South African DCS's vision of the rehabilitation of offenders is a major challenge for correctional officers who simultaneously have to deal with the two conflicting objectives of custody and rehabilitation. Samuels (2010) and Chipanga (2016) found that South African correctional officers experienced role confusion as a result of the shift from the punitive to the rehabilitation mode of corrections. According to Samuels (2010) the shift can be observed on two levels namely; the conceptual and the structural level. Firstly, on a conceptual level correctional officers were required to conceptualise their work in terms of a new set of principles. Secondly, the shift in structural level requires correctional officers to serve their dual role of safe custody and rehabilitation (Samuels, 2010). According to Mostert (2001) the one role requires a friendly, caring attitude, whilst the other role requires a stern disciplinarian.

Samuels (2010) pointed out that whilst the whole correctional administration was developing, the South African correctional officer's role was left under-developed which negatively affected their ability to cope with these major changes. According to Samuels (2010) these inconsistency has major negative implications for service delivery. Mostert (2001) warned that correctional officers may find it difficult to separate their roles at times, which may adversely affect interpersonal relationships. Furthermore, Mostert (2001) and Chipanga (2016) pointed out that the conflicting demands of the various roles can be overwhelming and may cause of stress for the correctional officer.

2.5.8 Lack of work-related skills

Chipanga's (2016) research found that a lack of work related skills were reported by the majority of correctional officers as a major challenge. Correctional officers indicated that a lot was expected from them professionally, yet they did not receive the required training.

According to Chipanga (2016) this finding demonstrated that correctional officers are employed in one area, yet they are expected to perform more therapeutic roles which are beyond their scope of training. Similarly, Matetola (2012) argued that the roles and informal duties that the South African correctional officers are expected to perform daily are not covered in the training offered at basic training levels. According to Matetola (2012) the correctional officer is expected to play a significant role in rehabilitation yet is not trained to play the role.

Schaufeli and Peeters (2002) suggested that correctional officers should specialise in their core custodial role instead of combining it with treatment roles. According to Chipanga (2016) it can be problematic when the gap between the occupational role and employee's abilities is significantly immense and when little efforts are being made to bridge the knowledge and skills gap amongst employees. Therefore, the continuous existence of this gap can have significant negative effects on the employee and the quality of the work produced which may not comply with the organisation's operational standards. Samuels (2010) pointed out that equipping correctional officers with skills and knowledge will enhance and maximise their participation in contributing to the offender rehabilitation process.

2.5.9 Role ambiguity

Finn (2000) defined role ambiguity as the uncertainty created by supervisors who expect correctional officers to "go by the book" and adhere to all rules despite being knowledgeable that officers must be flexible and use judgment in their interaction with inmates. Role ambiguity results from the uncertainty or lack of information in carrying out the duties and responsibilities of a given position or job (Keinan & Malach-Pines, 2007; Poaline 111, Lambert & Hogan, 2006). Research found that role ambiguity lead to work stress in correctional officers (Dowden & Tellier, 2004; Morgan, 2009; Vickovic, 2015). According to Morgan (2009) the correctional officer is in control of the management of inmates and therefore has the most contact with them. However, correctional officers are required to acquiesce to administration when applying the rules and regulations of the institution (Morgan, 2009).

According to Keinan and Malach-Pines (2007) role ambiguity is a result of poor leadership which may lead to both stress and burnout amongst correctional officers. Furthermore,

Lambert and Poaline 111 (2008) found that role ambiguity is positively linked to a decrease in organisational commitment. According to Lambert and Poaline 111 (2008) role ambiguity and conflicting directions generally lead to frustration for most employees. Vickovic (2015) pointed out the importance of providing correctional officers with clear guidelines regarding the goals of the organization and their role within these goals in a difficult working environment such as correctional services. According to Vickovic (2015) too often changes in public policy and administration leadership results in a lack of clarity regarding institutional goals. As information filters down to the rank and file, it can be difficult for officers to get a clear sense of their role in the institution which may lead to increased stress levels as officers carry out their duties (Vickovic, 2015).

2.5.10 Supervisor support and trust

The role of supervisors is a very important aspect in the correctional environment setting (Brough & Williams, 2007; Chipanga, 2016; Lambert et al., 2012; Vickovic, 2015). According to Lambert et al. (2012) supervisors can either help or hinder employees. Brough and Williams (2007) pointed out that the role of the supervisor is to provide guidance, direction, and control to employees. According to Vickovic (2015) supervisors can act as mentors and provide valuable coping strategies. On the other hand, supervisors can create a working environment defined by unclear roles and toxic workplace relationships (Vickovic, 2015). According to Lambert et al. (2012) it was found that good capable supervision was critical to the development of positive attitude of workers. In addition, support is vital in an organisation for it to function effectively and for employees to feel a sense of belonging (Chipanga, 2016). Furthermore, supervisors can be supportive of staff, helping them to be more successful at their job as well as creating a positive work experience (Lambert, 2004). Supervisory support is important in creating a work place where stress is reduced and job satisfaction and organisational commitment flourish (Pollock, Hogan, Lambert, Ross & Sundt, 2012). Vickovic's (2015) research found that higher levels of perceived quality supervision lowered health-related stress among correctional officers.

Chipanga's (2016) research found that a lack of support from supervisors and management was a major challenge for the majority of correctional officers. Research found that a lack of supervisor support can create an unpleasant and harsh environment for correctional officers and ultimately lead to burnout (Keinan & Malach-Pines, 2007; Lambert et al., 2012). Poor

supervision could lead to frustration and strain for correctional officers and ultimately lead to burnout (Lambert et al., 2012). Summerlin et al. (2010) and Keinan and Malach-Pines (2007) found that problems with the attitude of supervisors caused high stress levels for correctional officers. Chipanga (2016) found that the lack of supervisor and management support can lead to low morale within the workplace and the goals set not be achieved. According to Chipanga (2016) these findings also demonstrated that the lack of support from supervisors and management may affect the perceptions and level of commitment that employees could have towards the organisation.

Supervisor trust is regarded as an important aspect in any organization, especially the correctional service environment (Lambert et al., 2012; Poaline 111 et al., 2006). According to Lambert et al. (2012) supervisor trust and management trust refer to the two types of trust relevant to employees in any organization. Supervisor trust refers to level of trust between a staff member and his or her supervisor and management trust in the overall trust in the organization (Lambert et al., 2012). Poaline 111 et al. (2006) found that supervisor trust is negatively linked to emotional exhaustion, depersonalization and feelings of being ineffective at work if one is unable to meet the supervisor's requirements. Trust has been found to be positively linked to a healthy work environment and greater productivity among correctional staff (Lambert et al., 2012). According to Lambert et al. (2012) trust in supervisors and management may allow correctional staff to be more accepting of work demands and allow staff experiencing strain to turn to others for help. A lack of trust may cause strain in correctional officers who might perceive that supervisors and management are not acting in their best interest. In addition, a lack of trust can hamper the abilities of staff to do their jobs. This may lead to correctional officers displacing their frustrations on others at work, particularly those who have little power, such as inmates, and treat them in a callous way and impersonal manner (Lambert et al., 2012).

Lambert et al.'s (2012) research found that perceptions of trust in supervisors and management can be beneficial for correctional staff. Firstly, perceptions of trust in supervisors and management can lead to decreased burnout in correctional officers. However, perceptions of a lack of supervisor trust and management trust can lead to direct strain for correctional officers and ultimately lead to burnout. In addition, correctional officers who trusted their supervisors perceived themselves as being more effective at work. According to Lambert et al. (2012) supervisors are important in providing feedback and directions for staff to be effective in their work. Secondly, trust in supervisors created a

positive environment for greater acceptance of information and suggestions from supervisors which may improve the job skills and effectiveness of staff. In addition, supervisory trust may prompt staff to try harder at their work. Lastly, correctional staff who trusted their supervisors and management reported that they treated others at work in a more personal manner (Lambert et al., 2012).

2.5.11 Threat of inmate violence or injury

The constant threat of violence or injury posed by inmates lead to fear in correctional officers and is therefore a serious stressor for correctional officers (Keinan & Malach-Pines, 2007; Konda et al., 2012; Martin et al., 2012). According to Konda et al. (2012) the number of non-fatal violent incidents experienced by correctional officers is higher than for any other profession with the exception of police officers. In addition, Morgan (2009) pointed out that the potential threat of injury for correctional officers are amplified by the fact that they have to work with violent people and conditions on a daily basis. The sources of threat that correctional officers are confronted with on a daily basis include homemade weapons, gang activity, drug use and drug dealing and inmate-on-inmate violence (Brower, 2013). Konda et al. (2012) pointed out that the threat of violence is constant during the work shift for correctional officers who are unarmed and therefore increasing the risk of threat of being assaulted. Lambert and Poaline 111 (2008) found that the perception of working in a dangerous job may cause correctional officers to be on the edge, apprehensive and even fearful. According to Lambert and Poaline 111 (2008) the psychological states resulting from the perception of being in danger can lead to strain and ultimately job stress amongst correctional officers.

Correctional officers are vulnerable to develop PTSD symptoms and/or PTSD because of the increase risk of being victims of assaults by inmates (Mostert, 2001; Ramsewaki & Coetzee, 2015). According to Ramsewaki and Coetzee (2015) post-traumatic stress disorder (PTSD) can affect those who personally experience a catastrophe, those who witness it, as well as those who pick up the pieces afterwards, including emergency workers and law enforcement officials. Mostert's (2001) research found that South African correctional officers who are exposed to violent situations and work with inmates are more vulnerable to develop PTSD symptoms and/or PTSD than officers who work in administration offices. Ramsewaki and Coetzee (2015) pointed out that the high rate of injuries on duty in the South African

Department of Correctional Service over the past five years requires them to be proactive in limiting traumatic exposure that may affect its workforce.

2.5.12 Work-Family conflict

Work-family conflict can be a source of stress for correctional officers (Bower, 2013; Keinan & Malach-Pines, 2007). Work-family conflict arises when aspects of work and family are incompatible with one another in some manner and resulting problems spillover into the two domains of work life and home life (Lambert, Hogan, Camp, & Ventura, 2006). According to Vickovic (2015) work-family conflict consists of two major forms namely; work on family conflict and family on work conflict. Work on family conflicts exist when negative aspects of the job permeate the family or social life (Vickovic, 2015). Vickovic (2015) pointed out that there are two three categories of work family conflict namely; time-based conflict, strain-based conflict, and behavior-based conflict. Firstly, time-based work-family conflict arises when scheduling of work shifts or the amount of time spent at work interferes with home life. Secondly, strain-based conflict arises when the demands and stress from the job negatively affect home life. Thirdly, behavioural-based conflict is caused by the attitudes and behavior necessary for the job (for example an overly authoritative attitude) permeating the home life and family dynamics (Vickovic, 2015). According to Vickovic (2015) family on work conflict occurs when harmful features of the one's home-life negatively influence the employer at work. According to Keinan and Malach-Pines (2007) correctional officers' work conditions (shift work, overtime, and distance from home) often creates an intense conflict between the requirements of supervisors and family obligations. The inability to solve these conflicts may lead to stress and irritability amongst correctional officers (Keinan & Malach-Pines, 2007).

According to Brower (2013) features of the job including shift work, dual roles of work and home, chronic fatigue, exposure to trauma and other disturbing behavior might lead to stress at home for the correctional officer. The correctional officer might find it difficult to switch off the acquired functional and professional characteristics of the profession when at home and in their personal life. In addition, as a result of excessive work stress a correctional officer can displace frustration on their family members and treat them in the same way they treat inmates resulting in conflict at home (Brower, 2013). Lambert et al. (2006) and Vickovic (2015) found that strain-based and time-based aspects of the correctional officer's

job affected their home life negatively. According to Vickovic (2015) a perceived high level of work-family conflict can increase work stress for correctional officers. In addition, this may influence the various negative factors associated with elevated levels of work stress like decreased job satisfaction, increased job burnout, increased turnover intent, and the many health consequences associated with stress (Vickovic, 2015). Furthermore, work-family conflict can impede a correctional officer's ability to perform their job because of the inability to handle both family and work demands (Obidoa, Reeves, Warren, Reisine, & Cherniack, 2011). According to Obidoa et al. (2011) it was found that work-family conflict can negatively impact depressive symptoms in the correctional officer.

2.5.13 Public misconceptions of correctional officers

The public's misconception of corrections and the work correctional officers perform might also be a stressor for the correctional officer (Bezerra et al., 2016; Brower, 2013; Keinan & Malach-Pines, 2007). According to Keinan and Malach-Pines (2007) the community and the media usually hold a negative image of correctional officers, who are portrayed as either intellectually limited or as aggressive individuals who abuse inmates. Brower (2013) pointed out that part of the public's misconception might include the mistaken belief that correctional officers carry firearms and fulfill the same duty as law enforcement officers. Vickovic, Griffin and Fradella (2013) reviewed various newspaper articles and found that 80% of the articles depicted correctional officers in a negative light. In addition, these articles also focused on issues such as excessive use of force, sexual misconduct, and failure to perform job tasks (Vickovic et al., 2013).

According to Brower (2013) and Vickovic (2015) correctional officers rarely receive accolades from their communities or the media. However, when they do receive attention it is often for a negative event such as mismanagement or inmate escapes (Brower, 2013; Vickovic, 2015). Vickovic's (2015) research found that correctional officers perceived that the general public holds their profession in higher regard than the media. In addition, the research also found that correctional officers perceived their significant others (wives or girlfriends) to hold their profession in higher regard than the general public (Vickovic, 2015). According to Brower (2013) and Keinan and Malach-Pines (2007) the lack of appreciation from the community, as well as negative depictions in the media can have a major impact on correctional officers. The correctional officer's self-esteem can be affected resulting in a

decrease of job satisfaction and morale for correctional officers and ultimately leading to stress (Brower, 2013; Keinan & Malach-Pines, 2007). According to Vickovic (2015) the well-being of officers may be increased by improving the prestige associated with correctional officer work.

2.6 The effects of correctional officer stress

According to Brower (2013) correctional officer's stress can have negative effects which can be observed on three levels; (a) the work environment and correctional facility; (b) the physical and psychological health of the correctional officer; (c) the home life of the correctional officer.

2.6.1 Impact on the correctional facility

Keinan and Malach-Pines (2007) found that correctional officers experienced high levels of stress and burnout as a result of their work. Bezerra et al. (2016) pointed out that stress and burnout are two related but distinct concepts. Stress under normal conditions can be an adaptive response, while burnout is a behavioural response to stress that is debilitating, costly and problematic (Bezerra et al., 2016). Schaufeli (2003) described burnout as a chronic type of stress whereby the limits of a person's ability to cope with stressors and harmful consequences are exceeded. According to Brower (2013) job stress and burnout can have serious implications for the correctional facility and the work environment. Job stress can negatively affect employees' commitment to the organisation (and profession) and can damage the quality of the correctional officer-supervisor relationship (Lambert, 2004). Job burnout can cause correctional officers to withdraw from the job and can negatively affect their effectiveness at work (Brower, 2013). Furthermore, it was found that stress and burnout among correctional officers can also lead to unsafe correctional facilities, high turnover rates and lower productivity (Finney et al., 2013).

Correctional officers who leave the profession voluntarily or as a result of physical or psychological problems resulting from stress must be replaced (Brower, 2013). According to Brower (2013) the cost of recruitment, selection, and training of new staff are considerably high. Similarly, studies found that correctional facilities spend huge amounts of money on paying overtime salaries as a means of compensating for short staffing (Swenson et al., 2008). Swenson et al. (2008) found that fatigue-related irritability can lead to officers

antagonising inmates, not responding appropriately to the needs of inmates, compromising clear personal boundaries and using excessive force. In addition, fatigue-related irritability may result in officer's becoming more reactive to teasing and harassment, escalates conflict, and being less resilient to other normal stress at work (Swenson et al., 2008). Job stress affects the communication and interaction between co-workers and with inmates negatively (Gould, Watson, Price and Valliant, 2012; Poaline 111 et al., 2006). According to Poaline 111 et al. (2006) employees who suffer from burnout do not treat co-workers and inmates in a professional, courteous, and polite manner. Gould et al. (2012) and Poaline 111 et al. (2006) pointed out that effective interaction with offenders is jeopardised as a result of correctional officer stress which further reduces the effective monitoring and evaluating of offender behavior.

2.6.2 Impact on the physical and psychological health of the correctional officer

According to Brower (2013) correctional officer stress can have severe health and wellness repercussions for correctional officers. Research found that correctional officers have a higher than expected chance of hypertension, heart attacks, ulcers and other stress related illnesses than any other occupation due to the nature of their job (Lambert, Hogan and Barton, 2004; Keinan & Malach-Pines, 2007; McCraty, Atkinson, Lipsenthal & Arguelles, 2009). Correctional officers attributed chronic health problems including headaches, alcoholism, hypertension, obesity, heart attacks, diabetes, and weak immune system to work-study stress (Martin et al., 2012).

Swenson et al. (2008) found that shift work is a major contributing factor to fatigue. According to Brower (2013) correctional officers may also suffer from chronic sleep deprivation as a result of working long hours due to regular shifts supplemented by mandatory shifts and extra duty. The unconventional schedules of shift work leads to sleep deprivation and ultimately fatigue and it adversely affects the cognitions, emotions and health of the correctional officer (Swenson et al., 2008). According to Swenson et al. (2008) the cumulative effects of fatigue over 14 days can produce the same deficits as one or two nights of total sleep deprivation. Lack of sleep decreases the quality of life at work as well as at home and often results in withdrawal from the job (Gould et al., 2012). Furthermore, Swenson et al., (2008) found that a lack of sleep affected mental performance such as cognitive alertness. According to Swenson et al. (2008) attention and concentration can be impaired leading to errors being made by correctional officers in performing routine tasks

including errors in key and inmate counts, misplacing keys, inattention to monitoring cameras, and accidentally turning off equipment. In addition, the quality of problem solving and decision making is reduced by inadequate sleep. Correctional officers may find it difficult to comprehend information, fail to understand the consequences of decisions, and struggle to prioritise multiple tasks. Furthermore, their thinking can become rigid, and they may over rely on previous decisions even when faced with new information (Swenson et al., 2008). According to Brower (2013) conditions contributing to sleep problems include poor eating habits and food intake, as well as physical injuries from carrying equipment and prolonged walking and standing on cement.

Correctional officer stress is also linked to psychological and emotional disorders (Brower, 2013). It was found that the psychological distress level of correctional officers was significantly higher than that was found in the national population (Keinan & Malach-Pines, 2007; McCraty et al., 2009; Morse, Dussetschleger, Warren & Cherniak, 2011). Research found that burnout levels of correctional officers was significantly higher and characterised by a sense of depersonalization, and reduced personal accomplishment (Keinan & Malach-Pines, 2007). According to Keinan and Malach-Pines (2007) correctional officers also experienced higher levels of post-traumatic reactions to stressful events at work. Spinarus et al. (2013) found that correctional officers who reported suffering from PTSD also reported higher levels of memory impairment, depression, sleep difficulty, obesity and skin disorders. In addition, occupational stress can also accelerate substance abuse among susceptible individuals (Keinan & Malach-Pines, 2007; Spinarus et al., 2013). According to Keinan and Malach-Pines (2007) absenteeism and high turnover are common behavioral responses to stress among correctional officers. Work stress can lead to a decline in work performance, as well as aggressive behavior towards inmates and family (Keinan & Malach-Pines, 2007). Research found that the suicide rate of correctional officers in the United States was double as high than the rate for police officers and the general population (New Jersey Police Suicide Task Force, 2009). According to Brower (2013) research investigating suicide amongst law enforcement staff suggests that familial issues such as divorce and separation as well as a pending investigation into potential misconduct played a significant role in increasing their risk of committing suicide.

2.6.3 Impact on the home life of the correctional officer

According to Brower (2013) workplace stress can negatively affect interpersonal and familial relationships. In addition, work stress may lead to difficulties in developing trust with others and can leave correctional officers with a lack of connectedness and empathy to human suffering (Brower, 2013). As a result of correctional officer stress, behavioral problems may also arise, including anger with family and friends (Morgan, 2009). According to McCraty et al. (2009) law enforcement creates a professional environment that encourages emotional detachment from others as well as from the worker's own feelings. This extends to the family of the officer, where it is reflected in poor relationships with spouses and children and a notably high rate of marital disruption and divorce (Brower, 2013; McCraty et al., 2009). In addition, problems in the workplace can exacerbate many of the emotional and psychological problems such as depression, anxiety and isolation (Morse et al., 2011; Swenson et al., 2008).

According to Gould et al. (2012) and Poaline 111 et al. (2006) correctional officers who experience work stress tends to withdraw from their spouses, families and social activities. Withdrawal and isolation are two common behavioral changes among correctional officers (Brower, 2013). According to Brower (2013) correctional officers may become withdrawn because they prefer to leave work at the office, rather than sharing their day's experiences with their family members and friends. Swenson et al. (2008) pointed out that fatigue also creates emotional tensions and complications at home. After a work day that requires 8 to 12 hours of low trust, withholding emotions, high levels of vigilance and self control it becomes difficult for correctional officers to shut these behaviours off when relating to family members. In addition, participation in home chores, children's activities, and social activities (family events and holidays) may be negatively affected by shift work. Furthermore, spouses or partners may feel isolated, unappreciated and stressed by having to adjust to shift schedules which may lead to conflict (Swenson, et al., 2008).

2.7 The Employee Assistance Programme (EAP)

EAPA-SA (2005, p. 4) defined an Employee Assistance Programme as "a worksite based program designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns including but not limited to: health,

marital, family, financial, alcohol, drug, legal, emotional, stress or other personal concerns which may adversely affect employee job performance.”

2.7.1 History of Employee Assistance Programme

According to Prohofsky (2007) EAP's were established in the mid-1940's to address substance abuse issues, a focus which remained constant for the first 30 years. However, the mission of EAP's expanded in the mid-1970's to encompass a whole range of challenges facing employers and employees. Subsequently, difficulties such as marital concerns, family issues and prescription/non-prescription drug abuse all began to fall under the expanding scope of practice of EAP's. In recent years, EAP's have continued to evolve; promoting wellness, productivity, and work/life balances services to meet the challenges of the workplace. The terrorist's attacks on the USA on 11 September 2001 significantly increased the value of EAP's. Prior to 11 September 2001, organisations seriously considered eliminating EAP's as a spending cut strategy without minimal impact. However, since 11 September 2001, there was an increased request for EAP critical incident response services. In addition, there has also been an increase in management consultations and referrals. These tools were under-utilised by managers and supervisors before 11 September 2001. The events of the day, however, gave managers a renewed understanding of the benefits that EAP's offer, and they began using these tools to help manage difficult workplace issues. In 2004 and 2005, after the short-term effects of September 2001 began to wear off, there was a drop in EAP utilisation. This demonstrated that ongoing communication is crucial to promote EAP services to organisations, their managers and supervisors, as well as to employees (Prohofsky, 2007).

EAP development in the South African public sector started in 1995 with representations being made to the Public Service Commission regarding the implementation of EAP's (Govender & Terblanche, 2009). In addition, a request to define EAP and a need for the provision of counselling and employee assistance was expressed. According to Govender and Terblanche (2007) South African EAP's originated from the American concept of EAP's. However, South African EAP's have taken on a unique shape and scope especially in the last two decades. EAP development in South Africa have been strongly influenced by the following issues: firstly, transformation issues of the changing political climate; secondly, an increased focus on managing the impact of disease, especially HIV and Aids; thirdly,

occupational health and safety; fourthly, organisational development and fifthly, other issues outside of the traditional focus on psychosocial issues of the troubled employee. The South African employee assistance services can be traced back as far back as the 1930's with their roots in occupational social work, which developed within the context of the welfare system and the apartheid system of government. EAP evolution was nurtured by champion and pioneer professionals from social work, human resources, and occupational health within the mining and private sector industries. The development of EAP's was initially influenced by the social responsibility that companies felt towards their employees. Later on EAP's was developed as a management tool used to address poor performance, behaviour problems and risk management (Govender & Terblanche, 2009).

2.7.2 Value of EAP

According to Epstein and Rubin (2007) EAP value is defined by employers as the correlation between programme services and workforce productivity. EAP value is defined by employees by the effectiveness of the counselling and the speed with which the individual is able to remove barriers to performance and personal well-being. One of the biggest challenges that EAP's are faced with is demonstrating their value (Jorgensen & Brooks, 2007; Seidl, 2010; Sharar, 2009). According to Jorgensen and Brooks (2007) EAP's provides a variety of services ranging from counselling, critical incident response, support for management as well as other services. Despite delivering an essential service, EAP are constantly in the position of having to demonstrate their value. Therefore, demonstrating value will only come through the collection of meaningful data and the ability to use this data to demonstrate outcome and impact. Sharar (2009) elaborates by stating that historically EAP reporting has provided minimal or meaningless data to employers when it comes to health and performance management.

Jorgensen and Brooks (2007) highlighted the need to find a way to document the benefits to employer while simultaneously demonstrating the value of the EAP. According to Jorgensen and Brooks (2007) the EAP Impact Summary is an effective way of demonstrating the value of an EAP. The EAP Impact Summary is a balanced scorecard approach of measuring the total value of EAP services provided to an organisation. It is calculated from the actual contacts made with the employees and managers of an organisation, including counselling, workplace training, crisis response, and management consultation. It does not include

peripheral contacts such as mailing, e-mails, or telephonic inquiries. The EAP impact score is the predictive indicator of the expected value for the organisation under current utilisation of EAP services (Jorgensen & Brooks, 2007).

2.7.3 Positioning of EAP

The shift of EAP's away from the workplace and closer to behavioral health led to positive and negative outcomes for the field (Sharar, 2009). One of the most positive outcomes has been an expansion in the scope of services offered and requested from EAP's from a field traditionally focussed on alcoholism. Services have expanded and include not only addiction but also behavioral health, wellness, crisis intervention, legal and financial and other services. However, the focus on behavioral health resulted in EAP's being narrowly defined as only a mental health benefit rather than an important and even critical workplace resource (Sharar, 2009). EAP's constantly have to demonstrate that they belong to the world of work and not just the world of health (Jorgensen & Brooks, 2007).

Gaipa (2006) is of the opinion that EAP's are faced with a dilemma since they always have to demonstrate if their main focus is on the world of work or the world of health care within organisations. Gaipa (2006) strongly advise EAP's not to align them with the world of healthcare when confronted with such a dilemma. EAP's are encouraged to use a model where health care data is used to determine problem situations in an organisation and to help develop appropriate intervention in the workplace. In this way the EAP is still aligned to the world of work (Gaipa, 2006). According to Sharar (2009) the shift away from the workplace has contributed to confusion in managers struggling to differentiate employee assistance from managed behavioural health care. This has resulted in fewer supervisor referrals to EAP's as well as fewer requests for management consultations. Therefore, EAP's are required to be flexible and continue to develop new services to meet the needs of the constantly changing workforce. This can be achieved by listening to the needs of customers and developing relevant programmes (Sharar, 2009).

2.7.4 EAP and risk management

A new trend in organisations is the presentation of ethical, compliance as well as legal issues (Gaipa, 2006). Employers are challenged to look for ways to manage their employees' behaviour when confronted with these issues. EAP's are perfectly suited to provide a

behavioral risk service to organisations. Therefore, Gaipa (2006) proposed that EAP's position themselves under a behavioural risk umbrella. Behavioural risk management is defined as the avoidance of risk and the prevention of problems from occurring. According to Gaipa (2006) risk management is not about things being chaotic and out of control, but about looking for ways to prevent things from getting out of hand. Therefore, problem prevention is the highest form of risk management in terms of intervening before something happens. EAP's who move into the field of behavioural risk management services, will ultimately be involved in legal, compliance, behavioural risk management as well as financial issues. This can be defined as a re-engineering process with regard to two key workplace issues, namely prevention of loss and cost of managing people (Gaipa, 2006).

Govender and Terblanche (2009) found that the majority of employees in the Buffalo City Municipal Area (Eastern Cape) indicated that prevention programmes form part of their EAP service. According to Govender and Terblanche (2009) the other services covered by EAP's in this area which are not covered by EAPA-SA 2005 standards include the following:

- prevention
- wellness days
- calendar events such as World TB Day, International Day against drug abuse, World HIV/AIDS Day
- education programmes
- sport and recreation
- HIV and AIDS
- occupational health and safety
- ill health and incapacity management
- job accommodation process

2.7.5 EAP's and comprehensive wellness programmes

According to Moeller-Roy (2005) organisations are increasingly starting to appreciate the intrinsic value of healthy, happy employees and to view employees as human capital. As a result, employees are beginning to view health as a manageable asset. By viewing health as an asset that can be managed, employers can use health promotion and wellness programmes to instill healthy behaviours among workers and encourage them to make smarter health choices (Moeller-Roy, 2005).

Originally, workplace health concentrated on physical health and safety issues such as the handling of chemical substances (Beuermann-King, 2005). Employers were required by law and regulations to address these hazards, but this alone was ineffective to ensure healthier employees. Employees were affected by personal and mental issues as well but they were expected to resolve them on their own or risk losing their jobs. Employee Assistance Programmes evolved throughout the decades but the aim of helping employees return to their previous levels of productivity stayed the same. According to Beuermann-King (2005) a more preventative orientation towards workplace health emerged over time in the form of wellness programmes. A comprehensive wellness programme incorporates the World Health Organisation definition of health, namely the extent to which an individual or groups is able to realise aspirations, satisfy needs as well as coping with their environment. This definition recognises the employee as a whole person who requires a variety of health supports and environment adaptation. Rather than being solely responsible for employee's health, organisations can create a work environment that fosters well-being and target employees' unhealthy lifestyle choices (Beuermann-King, 2005).

Karch (2005) considers health promotion programmes as an economic benefit. These economic benefits stem from encouraging participation in activities that can assist people in living healthier lives and effectively managing existing risk or reduce the number of risk factors which may lead to reduced absenteeism and higher productivity. A wellness programme that is well designed and targeted is a positive return on investment. Karch (2005) pointed out that the collaboration of various disciplines such as EAP's, safety programmes and fitness programmes will be more effective in trying to create a healthy environment for everyone. According to Beuermann-King (2005) a proper evaluation of current knowledge about the health and well-being of employees' is vital in the planning of comprehensive wellness programmes by organisations. This process is called benchmarking and will help organisations determine the intended outcome. Proper benchmarking gathers information about the current costs of stress and illness which can benefit programmes. Beuermann-King (2005) pointed out that an EAP is not, and should not be viewed as a corporate wellness plan, but rather as part of a comprehensive plan that helps employees realize their aspiration, satisfy their needs, as well as coping with their environment.

2.7.6 The role of the Employee Health and Wellness Practitioner

EAP's evolved from a variety of fields including social work, human resources and occupational health as the most common (Govender & Terblanche, 2009). According to Govender and Terblanche (2009) the evolvement of EAPs into more holistic employee wellness programmes necessitates organizations to include a multidisciplinary team of professionals in the EAP. The inclusion of a multidisciplinary team of professionals will allow the organisation access to a broader range of services such as health as well as behavioral risk management (Govender & Terblanche, 2009). According to Beuermann-King (2005) and Moeller-Roy (2005) the EAP professional should be a key member of the wellness team and is instrumental in developing a comprehensive wellness plan. Govender and Terblanche (2009) found that many South African EAP practitioners are involved with services that are proactive and preventative in nature.

According to Moeller-Roy (2005) Employee Assistance professionals are very well positioned to help identify and implement less costly but equally effective on-site wellness programmes and services. In addition, Employee Assistance professionals can enhance the value of such programmes by assessing organisational needs, planning promotional strategies, and serving as a measure for establishing workplace wellness programmes. According to Beuermann-King (2005) EAP professionals should emphasise that measurement of wellness programmes should be tied to overall business outcomes. However, Beuermann-King (2005) stressed that these measurements should make sense to managers if workplace wellness is to be considered as a critical part of the business plan. Whilst the role of an EAP professional is to provide services that meet the health needs of individual employees, they play an instrumental role in assisting in the integration of all corporate initiatives into a comprehensive workplace wellness plan (Beuermann-King, 2005). According to Sieberhagen, Rothmann and Pienaar (2009) the employee health and wellness practitioner plays an important coordinating role in the occupational health, safety and wellness system, as well as monitoring the level of legal compliance in organisations. Therefore, it is important that guidelines should be provided to these practitioners regarding employee health and wellness management and compliance in order to optimise employee health and wellness in their organization (Sieberhagen et al., 2009).

2.7.7 Core Technology of Employee Assistance Programme

The core technologies of EAP's represent the essential components of the employee assistance profession which combined or individually create a unique approach to address work organisational productivity issues (Herlihy, 2002). According to Herlihy (2002) and Brower (2013) the core technologies of an EAP are as follows:

- Consultation with, training of, the organisation's leadership to manage troubled employees, enhance the work environment and improve employee job performance.
- Active promotion of the availability of assistance services to employees, their family members and the work organisation.
- Problem identification and assessment
- Confidential and timely provision of service for employee clients with personal concerns that may affect job performance
- Use of constructive confrontation, motivation and short-term intervention with employee clients to address problems that affect job performance.
- Referral for employee clients for diagnosis, treatment and assistance, as well as case monitoring and follow-up services.
- Assist organisations in establishing and maintaining effective relationships with treatment and other service providers, and in managing provided contracts.
- Evaluation of the effects of EAP service on work organisations and individual job performance (Brower, 2013; Herlihy, 2002).

The core technologies have been criticized by Bennet and Attridge (2008) for being too limited as it does not include proactive interventions. According to Bennet and Attridge (2008) the EAP field could benefit from the addition of a new core technology which focuses on the direct delivery of prevention services within the workplace. These prevention services would include outreach, screening, assessment, awareness education and skills training for individuals and workplace cultures to help reduce risks and increase strengths (Bennet & Attridge, 2008).

2.7.7.1 EAPA-SA Standards

Standards for EAP practice in South Africa were developed by EAPA-SA in 1999 and later revised in 2005 (Govender & Terblanche, 2009). These 27 Standards represent the benchmarks and guidelines for practice of EAP's in South Africa. According to Govender and Terblanche (2009) the EAPA-SA standards are broadly categorised and include the following:

- Programme design: advising/steering/consultative committee; needs assessment; service delivery models; pricing models
- Implementation: policy; policy statement; implementation plan
- Management and administration: staffing; EAP consultation and case management; confidentiality; record keeping; professional liability insurance; ethics
- Direct services: trauma debriefing; crisis intervention; assessment and referral; short-term intervention; monitoring; follow up and aftercare; organisational consultation; training of managers, supervisors, and union representatives; marketing
- Networking: networking with various structures including internal organisational structures, external community organisations and resources, professional organisations, and external agencies.
- Evaluation (Govender & Terblanche, 2009)

Research conducted by Govender and Terblanche (2009) in the Eastern Cape found that the scope of EAP has broadened to include a variety of activities deemed necessary by the organisations who participated in the research to implement the concept of EAP or complementing it. According to Govender and Terblanche (2009) this finding reflects an emerging trend that is transforming EAP's in proactive wellness programmes. However, these types of services have not been a focus area within the EAP field and as such were not adequately represented in the core technology and standards for practice. This may suggest that EAP's are being broadened at both a conceptual and implementation level to be more proactive and holistic as organisations seek to consciously reduce or manage the impact of a broad range of bio-psy-social risk factors on employee and organisational productivity. This broader focus may also result from the influence of the many disciplines actively involved in employee assistance (Govender & Terblanche, 2009).

2.8 Legislative framework underpinning EAP's and workplace wellness in South Africa

Employee assistance and wellness programmes in South Africa do not have any direct legislation that governs their implementation. However, there are laws and policies that played a significant role in the development and the implementation of EAP's in South Africa (Bhoodram, 2010; Mazantsana, 2013; Sieberhagen et al., 2009). Therefore, EAP's should comply with legal rules and regulations, procedures and policies (Bhoodram, 2010). According to Bhoodram (2010) this has a direct bearing on the EAP practitioner who provides the EAP service to employees. Rakepa (2012) pointed out that the development of EAP's has increased the risk of litigation. According to Rakepa (2012) this places an obligation on EAP professionals, employers, and clients to familiarise themselves with relevant legislation in order to ensure legal compliance. In addition, EAP professionals should also align EAP programmes and interventions with legal statutes and regulations (Rakepa, 2012). The following laws and policies were instrumental to the development and implementation of EAP's in South Africa (Bhoodram, 2010; Mazantsana, 2013; Rakepa, 2012; Sieberhagen et al., 2009):

- The Constitution of the Republic of South Africa of 1996
- The Basic Conditions of Employment Act (75 of 1997)
- The Occupational Health and Safety Act (85 of 1993)
- The Employment Equity Act (55 of 1995)
- The Labour Relations Act (66 of 1995)
- The Public Service Act (5 of 2001)
- The Compensation for Occupational Disease and Injuries Act (130 of 1993)
- The Skills Development Act (56 of 1997) (Bhoodram, 2010; Mazantsana, 2013; Rakepa, 2012; Sieberhagen et al., 2009).

2.8.1 The Constitution of the Republic of South Africa of 1996

Sections 10 and 11 of the Constitution are categorised as entirely non derogable rights (Mazantsana, 2013). Section 10 provides for respect and protection of human dignity. Section 11 provides for non derogable right to life. Mazantsana (2013) are of the opinion that section 11 of the 1996 Constitution should be read in conjunction with section 23 and 24, which provides for a right to fair labour practices and to an environment that is not harmful to one's health and well-being respectively. These sections place a responsibility on employers

to respect and protect the health of employees, as well as ensuring fair practices and the provision of a healthy work environment which is not harmful to the health and well-being to an individual. According to Mazantsana (2013) the individual's right to life as specified in section 11 is also acknowledged. According to section 23 of the 1996 Constitution everyone has the right to fair labour practices (Rakepa, 2012). Interpreted in relation to EAP's, it can imply that it will be unfair to dismiss an individual as a result of deterioration in job performance without a proper investigation of the circumstances. Section 24 (a) of the Constitution states that everyone has the right to an environment that is not harmful to his or her health or well-being. Furthermore, Section 27(1) (a) of the Constitution states that everyone has the right to health care services (Rakepa, 2012).

2.8.2 The Basic Conditions of Employment Act (75 of 1997)

The purpose of the Basic Conditions of Employment Act is to advance development and social justice by establishing and enforcing the basic conditions of employment (Rakepa, 2012). The Act clearly describes working conditions including working hours, leave, public holidays, termination of employment, job information, remuneration, child and enforced labour, and enforcement of the law. The application of the Act implies that an employer has to adhere to the prescribed working conditions to enable the employee to achieve his/her full potential to be productive. However, in reality working conditions are seldom conducive to productivity, which may lead to poor performance. Various studies on health and work performance revealed that when working conditions are not conducive, it could have a negative impact on employees. This can manifest, among other things, as occupational stress. Despite all the difficulties that impair personal and occupational functioning, the presence of an EAP can create a positive atmosphere at the work environment by initiating intervention strategies that will enable the employee to cope with challenges (Rakepa, 2012).

2.8.3 The Occupational Health and Safety Act (85 of 1993)

The Occupational Health and Safety Act of 1993 places the responsibility on employers to provide a safe and healthy work environment to employees (Bhoodram, 2010, Sieberhagen et al., 2009). Section 18 of the Occupational Health and Safety Act of 1993 states that health and safety representatives must be appointed in the workplace (Rakepa, 2012). Their duties are to identify potential hazards and major incidents at the workplace as well as making recommendations to the employer regarding minimising or elimination of such hazards. The

EAP was developed as a subsection in the Human Resource Department of the workplace to ensure that the right of a safe and healthy work environment is realised (Rakepa, 2012).

2.8.4 The Employment Equity Act (55 of 1995)

The Employment Equity Act of 1995 is aimed at addressing the socio-political imbalances of the past through the promotion of equal opportunities, the elimination of unfair discrimination in the workplace and the implementation of affirmative action measures to remedy past injustices (Rakepa, 2012). The Act further stipulates that personal information of an individual must be held in the strictest confidence (Bhoodram, 2010).

2.8.5 The Labour Relations Act (66 of 1995)

The Labour Relations Act of 1995 promotes and regulates the right to fair labour practice as outlined in the Constitution of 1996 (Rakepa, 2012). According to Bhoodram (2010) this places an obligation on employers to manage incapacity by investigating its causes and providing the opportunity for appropriate treatment, counselling and rehabilitation as opposed to dismissal. To prevent demotion or dismissal, an employee displaying unsatisfactory performance can be referred to an EAP to identify the cause of the problem and advise the employee accordingly (Rakepa, 2012). EAP's are often used as the means to provide the opportunity for correcting behaviour and facilitating compliance of the employer to the Act (Bhoodram, 2010).

2.8.6 The Public Service Act (5 of 2001)

Part Six: Section D, of the Public Service Act requires the Head of a Government Department to create and maintain a safe working environment for employees. Part Six: Section E5 further mandates a Head of Department to establish a health promotion programme through education, awareness, and prevention. Part Six: Section F, provides for a Head of Department to introduce measures for monitoring and evaluation of the impact of any health promotion Programme Departmental employees. Finally, Part Nine: Section E of the Act provides that in case of unsatisfactory performance on the part of the employee, the Department executing authority shall provide systematic remedial or developmental support to assist the employee in improving performance (Mazantsana, 2013).

2.8.7 The Compensation for Occupational Disease and Injuries Act (130 of 1993)

The Compensation of Occupational Disease Act ensures that employees or their dependants who have suffered injury, illness or death arising from the execution of their job are compensated (Sieberhagen et al., 2009).

2.8.8 The Skills Development Act

This Act influences the health and wellness of employees in that it promotes the development of the skills levels of employees (Sieberhagen et al., 2009). According to Sieberhagen et al. (2009) increased skills levels can reduce stress because employees who previously lacked skills will feel more confident and experience less job stress than when they had to perform jobs for which they did not have the necessary competencies.

2.9 The EAP in the South African Department of Correctional Services

2.9.1 Implementation of the EAP in DCS

Bhoodram (2010) utilised the following documents to provide an overview of the events and documents that led to the establishment of the EAP in the South African Department of Correctional Service:

- Investigation Report commissioned by the Minister of Correctional Service in 1996 on labour-related problems encountered in the Department of Correctional Service;
- Pilot Project on establishing the EAP in DCS (1999);
- National Workshop Report (1999);
- Implementation Report on the post establishment Report of the EAP in DCS (1999);
- DCS Annual Reports for the year 2000/2001, 2001/2002, 2002/2003, 2003/2004, 2004/2005, 2005/2006, 2006/2007.

2.9.1.1 Investigation Report

The final investigation report released in 1997 revealed the problems experienced by employees in the Department of Correctional Service (Bhoodram, 2010). Since the investigation was commissioned by the then Minister of Correctional Service, the findings

could not be ignored especially since it revealed the poor conditions that employees were faced with. Furthermore, the report also made fundamental recommendations on the establishment of a support programme for employees (Bhoodram, 2010). Therefore, the current researcher views this investigation report as laying the groundwork for the implementation of the EAP in the Department of Correctional Service.

2.9.1.2 Pilot Project on establishing the EAP in DCS

According to Bhoodram (2009) the following events led to the pilot project on establishing the EAP in DCS:

- Bhoodram began his post-graduate studies on stress in the Department of Correctional Service in 1997 and decided to use his findings as motivation for the establishment of the EAP in DCS. Bhoodram was in 1997 appointed as Deputy Director at the Department of Correctional Service Head office in Pretoria.
- Bhoodram (2010) found that circumstances in the workplace, whether related to the environment on interrelationships between people, are a major contributor to stress. The study also highlighted that participation in sport and recreation contributes to a balanced work life as well as reducing stress. Furthermore, Bhoodram (2010) found that the DCS had excellent sporting facilities in most Management Areas but these were not fully utilised. After careful consideration of the recommendations of the Investigation Report as well as Circular 3/4/5/14 (approval to establish EAP in all Public Service Departments from Public Service Commissioner) the management of DCS gave permission to Bhoodram to conduct a pilot project on the EAP.
- The purpose of the pilot project was to announce the development of an EAP for DCS, specifically to communicate the progress to employees by affording them the opportunity to provide input into the manner in which the EAP should be structured within the Department of Correctional Service and to identify problems that hampered productivity (Bhoodram, 2010).
- The project was piloted by conducting workshops with employees of the Department of Correctional Service in the different provinces from 19 January to 15 April 1999 (Bhoodram, 2010).

2.9.1.3 Report on Employee Assistance Pilot Workshops

This report presented the findings of a series of workshops and group discussions with employees of the Department of Correctional Service between 19 January and 15 April 1999 (Bhoodram, 2010). The EAP sub-directorate led by Bhoodram embarked on the project to announce the progress achieved by the EAP within the Department of Correctional Service, providing an opportunity to employees to give input into the direction the Department should be going, as well as marketing the concept. The objective of the workshops was firstly, to market the EAP; secondly, to present a legislative framework and mandate for the EAP; thirdly, to empower employees through group discussions; and fourthly, to identify needs. The EAP workshops provided a platform for employees to voice their opinions on issues that they believe hampered performance and productivity. What became evident was that the Department had in the past apparently been insensitive to the needs of employees.

The findings of the study revealed a number of concerns expressed by employees, including merit and notch increases, nepotism, victimization, favoritism, stress, appointments and promotions, training, financial management, and ineffective communication. In addition, it was found that employees generally felt neglected. They also believed that the Department placed more emphasis on the needs of offenders and that human rights only applied to offenders. Bhoodram (2010) also believed that although the Department of Correctional Service has demilitarised, top management style and culture is still largely militaristic and autocratic. The findings of the workshop also revealed that there is uncertainty with regard to the Department's transformation process. Some delegates attending the workshop stated that reverse discrimination and racism had replaced the Affirmative Action and Equity Policy and that minority groups were being marginalised. Besides ascertaining problems that hampered productivity, the importance of the exercise was not lost in that employees were found to be overwhelmingly optimistic that something was being done to improve their circumstances (Bhoodram, 2010).

2.9.1.4 Implementation Report on the post establishment of the EAP in DCS

Following the release of the National Workshop Report in 1999 the DCS management decided to implement an EAP (Bhoodram, 2010). Bhoodram was commissioned to draft the implementation document. The Department of Foreign Affairs was the first and only Public Service Department with an established EAP and therefore Bhoodram was commissioned to

conduct information sessions with the Department. Based on these information sessions the decision was made by the DCS Management Board to allocate EAP personnel in a ratio of 1:1000 (1 practitioner for every 1000 employees). It was also decided that the EAP would be located in the bigger management areas and that these offices must be located strategically for easy access. The issue of confidentiality was also addressed in the new EAP policy. Bhoodram was also tasked to establish offices for all EAP practitioners. The duties and responsibilities of the various EAP staff were also included in the implementation document (Bhoodram, 2010).

2.9.1.5 DCS Annual Reports for the years 2000-2007

Bhoodram (2010) reviewed the Annual Reports for the years 2000 to 2007 of the Department of Correctional Service to determine if it contained information of the Employee Assistance Programme. The review found that the 2000/2001 Annual Report included the most comprehensive report on the Employee Assistance Programme in DCS. According to Bhoodram (2010) the Annual Reports after 2000/2001 are not as comprehensive and tended to focus more on the issue of HIV/AIDS. However, the Annual Reports succeeded in keeping track of the EAP development in the DCS as stated below:

- The establishment of the EAP in the 2000/2001 report
- Responses to the DPSA questionnaire on HIV/AIDS
- EAP core technology questions in the 2002 report
- Policy formulation and training as well as case management in the 2005 report
- Reporting on strategy development in the 2005/2006 report
- Policy and procedures, baselines, implementation plans and audits in the 2007 report.

The 2000/2001 Annual Report presented the challenges employees in the Department of Correctional Service are confronted with. The rationale for establishing the EAP was stated, namely to address the challenges faced by employees. Furthermore, the target population for the EAP was specified. The EAP is available to employees and their dependants to assist with early identification and resolution of a range of problems that may affect them. These problems include marital problems, financial problems, substance addiction, legal issues, emotional problems, stress, HIV/AIDS or any other personal matters that can cause anxiety. Furthermore, an investigation on the impact of facility overcrowding on stress levels found

that the well-being of the staff was negatively affected and overcrowding is the primary cause of stress-related issues. In addition, other problems were identified and recommendations made to ensure a stress free work environment which will enhance interaction between staff members as well as between employees and inmates. This will be beneficial for both the employee and the inmate. The correctional officer will thrive in a low stress situation and perform their duties to their full potential which in turn will aid in the rehabilitation of inmates (Bhoodram, 2010).

2.9.2 Principles underlying the Employee Assistance Programme in DCS

According to Lodewyk (2011) the principles that form the core elements of the Employee Assistance Programme (EAP) in the Department of Correctional Service include the following:

- The Employee Assistance Programme (EAP) will aid in management decision-making with regard to people management without intervening in those decisions;
- Consultations with the Employee Assistance Practitioner (who must register with the Employee Assistance Board of South Africa -EAPA-SA) will be treated in the strictest of confidence;
- The EAP Practitioner will be bound by both the Department's Code of Conduct as well as the EAPA-SA code of ethics and standards;
- Every request for service will be met with a prompt and respectful practice;
- The Employee Assistance Programme (EAP) will seek to facilitate optimal development, but the power to make or influence beneficial change lies within each individual;
- Contact with Employee Assistance Practitioners may be therapeutic, however, the Practitioners only provide primary therapy;
- Personal and family problems are hindrances to effective service rendering and affect productivity;
- The Employee Assistance Programme (EAP) will focus on prevention, assessment and referral;
- Every client is entitled to a conscientious and efficient assessment;
- Client health education is a fundamental EAP responsibility;

- The Employee Assistance Programme offers comprehensive, quality service for four target groups: the organisation as a whole, supervisors, worker organisation representatives, and employees and their family members (Lodewyk, 2011).

Brower (2013) identified several other key elements for a successful EAP in a correctional environment: Firstly, the programme should be administered by specialised professionals with advanced knowledge of the corrections field; it must be easily accessible, and it must be equipped to treat a wide range of mental health issues, substance abuse and trauma (with 24/7 availability). The EAP staff should be familiar with the organisation, policies and procedures and current issues impacting employees and their families. Secondly, a critical incident response team, along with a trauma psychologist, is vital in providing the necessary support to officers who have been exposed to trauma or disturbing behaviour. Members of such a team should be tasked with checking in with correctional officers, following critical events. A clinical assessment is necessary for correctional officers and families in such circumstances, correctional administration should maintain a referral network of clinical providers that offer critical incident stress management services. Lastly, the EAP should also offer specialty in-service and family training addressing stress and wellness issues that impact correctional officers and their families. Many family members and loved ones can benefit from counselling after a specific tragedy and/or life altering issue has occurred. Families may also need help and education on how to support their correctional officer through these issues and to identify red flags should their officer struggle following such an event (Brower, 2013).

2.9.3 EAP structures in the DCS

The Department of Correctional Service has three broad categories from where they deliver services to the officials (Lodewyk, 2011). These three categories include firstly the provision of resources by making the resource centre available. In the second place, preventative work should be done in the form of preventative and needs-based programmes. The third category provides clinical services in the form of therapy. The Policy document of the Department of Correctional Service outlined the three categories as follows:

- Information (Resource Centre) category: All EAP Practitioners will have a resource centre that will contain information on various themes such as information on the Department (new policy initiatives), information on mental, physical and spiritual

health, financial management and other matters. Other activities that fall under this category are those of advocacy and education;

- Preventative (Proactive) category: These category deals with the development and offering of proactive, preventative and needs-based programmes. Such programmes will have as the focus the inculcation of healthy lifestyles by addressing issues such as personal, financial and stress management, suicide prevention, sexual harassment, depression, substance abuse, conflict handling and general health (physical and mental) management;
- Primary therapeutic programmes category: Under this category EAP Practitioners will both conduct individual and group programmes for therapeutic purposes. Programmes presented in this category will primarily be aimed at providing coping skills to affected employees. An important part of this category is the initial screening/assessment, referral of members, as well as the provision of debriefing and trauma services and crisis intervention (Lodewyk, 2011).

2.10 Models of Employee Assistance Programme

The models of EAP can be categorised as external or internal or a combination model which include elements of the internal and external model (Brower, 2013; Govender & Terblanche, 2009). According to Govender and Terblanche (2009) various factors have an influence on the choice of model that an organisation chose:

- size and distribution of workforce
- mission
- cultural climate
- allocation of resources
- target population
- range of services
- administrative considerations
- funding resources

2.10.1 Internal Model of EAP

The internal model of EAP is housed within the organisation (Brower, 2013). This makes it easier for employees to access the service in a quick manner during working hours. Internal

EAP's utilise trained professionals within the organisation. Internal EAP providers are more likely to have a more thorough understanding of the host organisation. Therefore, they have a more thorough understanding of the current issues impacting the employee's or correctional officers. However, internal EAP's can be viewed by the employees as an extension of the organisation and therefore, may not be as readily used if the employee is dissatisfied with the organisation or is concerned about confidentiality (Brower, 2013).

2.10.2 External Model of EAP

In the external model of EAP external service providers are contracted to deliver EAP services to employees or correctional officers (Brower, 2013). External EAP's may be viewed as independent from the employee/correctional officer's organisation and may be deemed as more confidential. However, external EAP's have the following disadvantages: Firstly, the employee/correctional officer is required to travel to an outside location to receive the EAP service. Secondly, the employee or correctional officer may encounter scheduling problems when the visit to an external service provider interferes with their shift or mandatory overtime. Thirdly, external service providers generally lack knowledge of the current issues of the organisation where the client is employed. This may impact on the service provider's comprehensive understanding of the employee's or correctional officer's work-related problem (Brower, 2013).

2.10.3 EAP Model in Department of Correctional Service (DCS)

The Department of Correctional Service utilise an internal/in-house EAP model to provide an EAP service to correctional officers (Public Service Commission Report, 2006). In addition to an in-house process, all government departments have established links with external service providers with a view of ensuring that:

- Employees and their immediate family members can access 24 hour national call centres every day of the year. The national call centers are normally toll-free numbers which enables employees and their dependents access to telephonic counselling for psychological and emotional difficulties.
- Through this service, employees can also have access to legal and financial counsellors who can assist with appropriate advice for legal, financial and general life management difficulties.

- It is evident that during contact with the national call centers that employees and their dependents would benefit from "face to face" sessions with appropriate counsellors in private practices; these would be set-up through the national call centers.
- Employees are entitled to eight personal counselling sessions per person per year at a place close to his or her residence or work. Each session will last approximately one hour and counselling is provided by fully qualified and registered clinicians (Public Service Commission Report, 2006).

In the needs analysis conducted in the DCS during the inception of the EAP programme employees were asked what type of model they preferred (Bhoodram, 2010). More than 90% of employees participating in the needs analysis indicated that they would prefer a combination model as outsiders would not be able to understand the problems experienced in the DCS. Bhoodram (2010) found that one in four correctional officers did not understand or were unaware of the model of EAP utilised in the Department of Correctional Service. This implied that these employees would not understand the rationale for implementing the combination model that have implemented by DCS since 1998. It is important that employees understand why an organisation adopts a particular type of EAP model, so that they may identify with the services available to them. An understanding of the model adopted by an organisation would ensure the most effective model of service delivery as the recipients of the service would be able to question the application of the model in relation to its effectiveness and determine whether it had the capacity to enhance the services of the programme in the DCS. Bhoodram (2010) recommends that the EAPA-SA considerations on the different EAP models for service delivery be communicated to all employees. They include the following: (a) an "in-house" programme which operate with the staff of the employer, (b) an "outsourced" programme which operates with the staff of a service provider selected and contracted by the employer, (c) in combination, certain services will be provided in-house (for example training) and other services (for example clinical/counselling) are outsourced.

2.11 Issues influencing the functioning and utilisation of EAP's

There are various issues in the Department of Correctional Service that influence the effective functioning and utilisation of the EAP service. These issues are as follows:

2.11.1 Shortage of EAP professionals

According to Govender and Terblanche (2009) many EAP's are seriously understaffed and subjected to limited resources and functional infrastructure. The issue of EAP staffing ratio is critical to internal EAP's as the EAP practitioner may be expected to provide a comprehensive service but may not be able to cope with the need. This may comprise the credibility of the programme and its potential to add value. Factors such as the year in which EAP started, EAP model, staff size and geographic distribution are usually determinants of EAP staffing. Govender and Terblanche (2009) found that the majority (74%) of participants perceived an inappropriate number of EAP staff. Bhoodram (2010) found that the resignation of EAP practitioners is a huge problem in DCS. The majority of participants in Bhoodram's (2010) research indicated an insufficient number of EAP practitioners in their management area. Participants indicated that poor salaries may be the reason why EAP practitioners resign from DCS and accept more lucrative positions in other Public Service Departments. According to Bhoodram (2010) these vacant positions are not filled immediately and management areas are left without an EAP practitioner to deliver an essential service.

2.11.2 Management commitment and leadership

Commitment and support from top and middle management have been found to one of the most important aspects influencing the functioning of EAP's (Public Service Commission Report, 2006). Research found that Public Service employees had different opinions regarding the commitment and support of management in EAP's. Some employees reported that management is very committed to EAP's in their involvement in dealing with employees problems in the workplace. Other employees disagreed and are of the opinion that management is not seriously committed to the strengthening of EAP's in the workplace. These employees argued that EAP's would not be able to play a significant role in mitigating against the impact of employee problems and disease on productivity without visible top management commitment to the strengthening of EAP's (Public Service Commission Report, 2006). Lodewyk (2011) pointed out that supervisors play a crucial role in the success of an EAP. According to Lodewyk (2011) if supervisors do not believe in the positive value of the programme, this may create obstacles in the utilisation of the programme.

2.11.3 Confidentiality issues

Confidentiality is the cornerstone of any EAP, it is a critical principle without which the programme would suffer from poor credibility and utilisation (Govender & Terblanche, 2009). Govender and Terblanche (2009) found that the majority (83%) of participants were affirmative about having a statement of confidentiality, which indicates acknowledgement of and respect of this critical principle. Research found that confidentiality is the most important issue regarding EAP's in South African Public Service Departments (Public Service Commission Report, 2006). Most confidentiality needs arose from the stigma surrounding substance addiction, HIV and AIDS, and an inability to cope in the workplace. The need for confidentiality stems from people's desire not to have their problems known. Research found that the slightest fear of confidentiality not being maintained will greatly affect the utilisation of EAP's by the people who need them the most (Public Service Commission Report, 2006).

Rajin's (2012) research found that EAP practitioners employed at the South African Police Service were of the opinion that employees do not trust them as they consider them as part of Management. In addition, employees are of the opinion that their consultations are not confidential, hence the hesitation to consult the EAP. EAP practitioners also stated that employees believe that whatever is discussed during consultation is communicated to supervisors during management meetings. The employees are also of the opinion that they are judged on the contents of the consultation with the EAP practitioner (Rajin, 2012). Bhoodram (2010) found that a large number of participants indicated that management areas in DCS did not have a EAP policy in place that included statements on confidentiality. However, Bhoodram (2010) pointed out that the Department of Correctional Service have a clear policy on the EAP programme which includes guarantees on confidentiality. Therefore, Bhoodram (2010) are of the opinion that the availability of EAP policies with statements on confidentiality is confined to some management areas in the Department of Correctional Service.

2.11.4 Status of EAP's

Strategic decisions regarding the running of an organisation are made on managerial level (Govender & Terblanche, 2009). Therefore, positioning EAP's at senior management level will allow for the programme to participate and contribute significantly to the business goal

of the organisation, especially in terms of managing the risks that impact on services. Govender and Terblanche (2009) found that many EAP's have not reached that point of strategic influence and value. This may be as a result of the organisational structure which may not allow for representation on senior management level. Seidl (2010) pointed out that establishing the professional status of EAP's are very important. According to Seidl (2010) EAP's must demand a seat at the strategic decision-making table of an organisation to continue evolving and being successful in the workplace. Lodewyk (2011) found that correctional officers are of the opinion that the status of the EAP programme should be upgraded to managerial or director level which will allow EAP Practitioners more decision-making powers as well as more authority to execute their duties.

2.11.4 Marketing of EAP service

The objective of a good communication strategy essentially should be to relay an understandable message that reaches its audience (Public Service Commission Report, 2006). A department may have a comprehensive EAP but if the employees do not know about it or how to make use of it, it will be useless. EAP's can be considered as a health promotion programme since it promotes the social, mental, and physical health of employees through counselling, awareness and life skills programmes as well as follow-up. As such, the department head should ensure that the health promotion programme includes an effective internal communication strategy as prescribed by the Minimum Standards of 2002. Research found that the main issues influencing the effective communication of such programmes as identified by employees and coordinators are a lack of clarity, understandability, conciseness, interaction and participation (Public Service Commission Report, 2006).

Sharar (2009) pointed out that a marketing strategy that creates an environment where using an EAP is acceptable would reduce the stigma associated with traditional EAP utilisation. EAP's are able to play a more pro-active role in ensuring higher levels of productivity within the department under the following conditions: Firstly, in instances where the role of EAP's was communicated as being an empowerment function within the department. Secondly, in instances where the EAP was communicated as a service available to improve the functionality of employees (Public Service Commission Report, 2006). Lodewyk (2011) found that the majority of participants felt that the EAP service are not used effectively because correctional officers didn't know who to contact or which procedures to follow to

access the EAP service. According to Lodewyk (2011) this is an indication that the marketing of the EAP is ineffective.

2.11.5 Employee's perceptions of EAP's

Employee's perceptions of EAP's also affect its effectiveness (Public Service Commission Report, 2006). Research found that EAP's are often viewed as the place where employees with serious mental, substance abuse and competence problems go for help. The result is that EAP's become a last resort for employees with serious personal problems to seek assistance (Public Service Commission Report, 2006). Lodewyk (2011) found that fewer participants make use of the EAP service despite of being aware of the EAP programme. According to Lodewyk (2011) this may be due to an incorrect perception that have not been corrected by marketing programmes, and that they respond to an incorrect perception. It seems for some employees there may be a stigma attached to the use of the programme.

2.12 Summary

This chapter provided an overview of the major transformations that took place in the Department of Correctional Services after 1994. The principal strategic document in the Department of Correctional Services, the White Paper on Corrections of 2005, was presented. Issues relating to corrections as a profession, duties and training as well as the role of the South African correctional officer in rehabilitation were discussed. Furthermore, the characteristic of the corrections profession, the definition of stress as well as the causes and effects of correctional officer stress were discussed. Finally, the development and functioning of the Employee Assistance Programme in the Department of Correctional Services were described. The next chapter will focus on the theoretical framework that was utilised in the study.

CHAPTER 3

THEORETICAL FRAMEWORK

3.1 Introduction

This chapter will provide an overview of the theoretical framework that were utilised in the understanding of the phenomenon of occupational stress and the coping mechanisms utilised by the the South African Correctional Officer. The ecosystems perspective and the Conservation of Resources will be discussed in relation to available sources on the topic.

3.2 The ecosystems perspective

The ecosystems perspective is very useful theoretical framework for the understanding of the manifestation of occupational stress in the correctional officer. A central concept of the ecosystems approach is that of the person-in -environment, implying that the person cannot be viewed separate from the environment he or she is embedded in (Mattaini & Meyer, 2016). According to Mattaini and Meyer (2016) the ecosystems approach highlights the transactions between the individual and his or her environment.

The ecosystems approach allows for the graphical depicting of the interconnected relationship between the person in his or her environment by utilising an ecomap (Mattaini & Meyer, 2016). Mattaini and Meyer (2016) highlighted that an ecomap represents the field of elements in which the person is embedded in which makes it virtually impossible to separate the individual and his or her environment in the perception phenomena. Furthermore, an ecomap makes the connectedness and transactions in a system visible as well as to eliminate the hyphen between the individual and his or her environment (Mattaini & Meyer, 2016).

Systems create their own boundaries as part of their self-regulating process (Mattaini & Meyer, 2016). These boundaries can be reflected in physical space, for example the correctional facility. However, these boundaries can also be drawn conceptually by locating the salient transactional patterns or relationships in a systems and operationally defining the boundary by drawing a circle around it. According to Mattaini and Meyer (2016) there is some power in establishing the boundary of a system, because the picture which is finally drawn will shape the understanding of the case. Mattaini and Meyer (2016) highlighted the advantages in using an ecomap namely: (a) it can help draw order out of apparent chaos; (b)

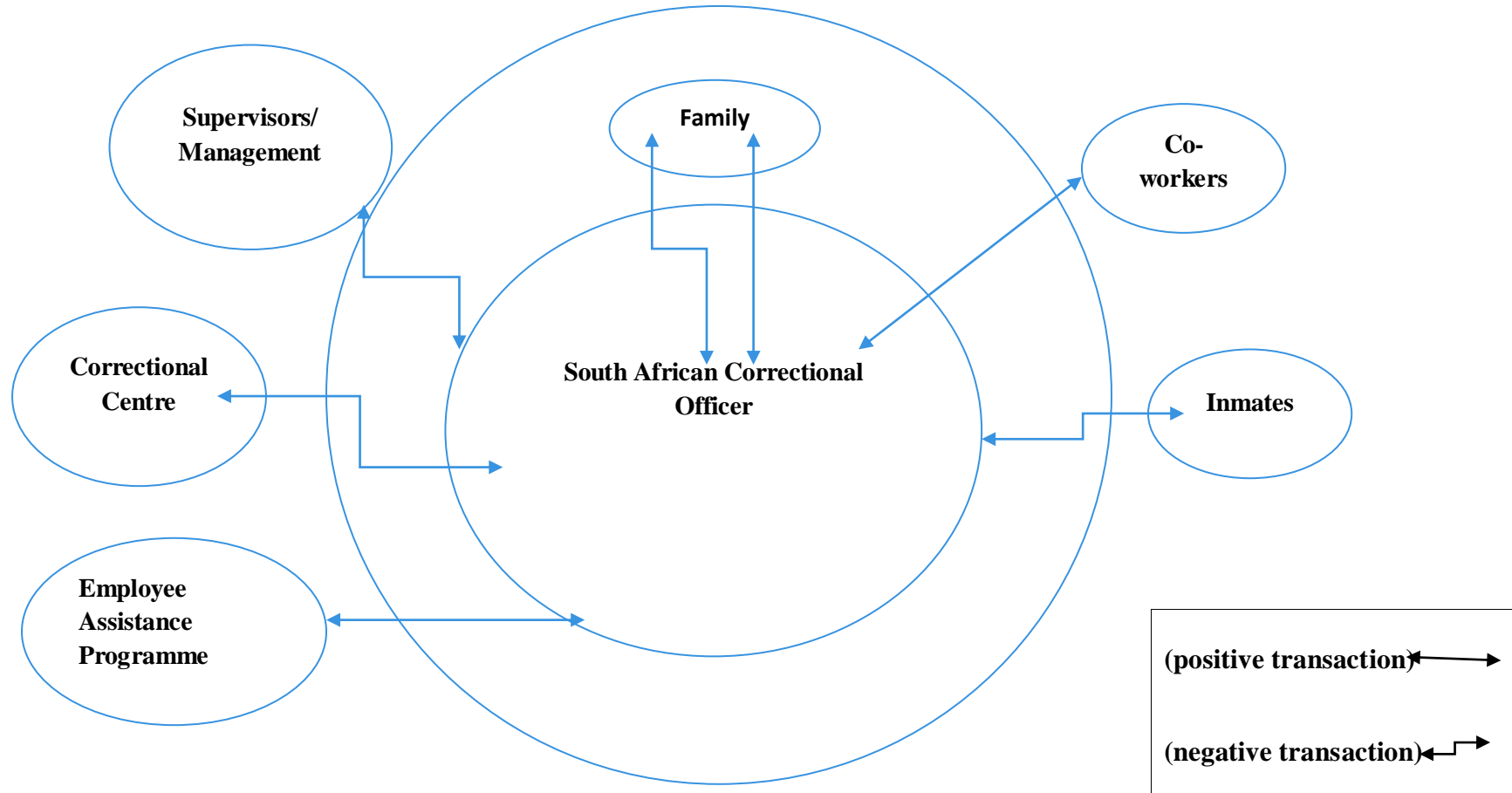
illustrate the ways in which systems functions; (c) serve as a communication tool between practitioners and clients and among professionals; (d) it can show assets and liabilities present in case configuration, and the patterns of positive and negative transactions within which each client is embedded.

Thus, from an ecosystems perspective the following boundaries could be relevant to the correctional officer and his or her environment:

- The Correctional Centre (negative transaction)
- Co-workers (positive transaction)
- Supervisors/Management (negative transaction)
- Inmates (negative transaction)
- The Employee Assistance and Wellness Programme (positive transaction)
- Family (positive or negative transaction)

The ecomap depicting the South African Correctional Officer in relation to his or her environment are presented in Figure 3.2

Figure 3.2: Correctional officer's ecomap



Mattaini and Meyer (2016) highlighted the importance of recognizing the challenges as well as the resources or strengths in the person's transactions with his or her environment. Thus, from an ecosystems perspective there are several factors that could pose challenges to the correctional officer which might lead to occupational stress. Please refer to Figure 3.2 where (a) the correctional facility; (b) conflict at home; (c) inmates; and (d) supervisors/management is depicted as negative transactions in an ecomap of the correctional officer.

Firstly, environmental factors might be a challenge that leads to stress. Environmental factors refer to the condition of the correctional facility and ways that the conditions itself may lead to stress for correctional officers (Payne, Oliver, & Marion, 2015). According to Payne et al. (2015) officers work inside, with little exposure to sunlight, and greatly restricted in their own abilities to move around. Furthermore, correctional officer's work in a place designed to keep its inhabitants isolated from society but while they are working there, they too are isolated from society and may experience "pains" similar to those that are experienced by inmates (Payne et al., 2015).

Secondly, situational factors might also pose challenges to correctional officers. Situational factors refer to various parts of the correctional officer's daily routine that may contribute to stress (Payne et al., 2015). According to Payne et al. (2015) correctional officers face constant threats of violence and danger. Correctional officers are also expected to perform long hours for a relatively low salary. In addition, because they are working out of the public eye, community support is minimal. Furthermore, in the same way that boredom is part of the inmate's daily routine it is also a frequent part of the correctional officer's routine. Payne et al. (2015) highlighted that the lack of mental activities that are available to correctional officers to challenge them to use their skills can also produce stress.

Thirdly, biological factors might also pose challenges to correctional officers. Biological factors refer to the physical and biological demands placed on correctional officers that can make the job stressful (Payne et al., 2015). According to Payne et al. (2015) correctional officer's work hours are highly regimented. Therefore, they cannot stop working and eat when they are hungry like many other occupations. In addition, shift work and the sedentary work style (always sitting or inactive) of some officers can result in stress (Payne et al., 2015).

Fourthly, conflict at home because of their work might also pose challenges to the correctional officer. According to Payne et al. (2015) work/home factors refer to conflicts that correctional officers can experience between their work roles and their roles as husbands, wives, fathers, mothers, sons, daughters, or other family roles. Correctional officers are expected to be in control and exert authority when they are at work. Therefore, it may be difficult to turn off their "correctional officer" behavior when they get home. Furthermore, a lack of family support for correctional officers can be problematic in the workplace and the home. Research found that work/home conflict reduces job satisfaction for correctional officers which might lead to stress (Payne et al., 2015).

Fifthly, the view correctional officer's holds towards inmates might lead to stress. Bezerre et al. (2016) found that correctional officers who view their work as more orientated towards the treatment of inmates have more elevated stress levels. In addition, research also found that correctional officers who have the most negative perception of the personal characteristics of the inmate (as hostile, anti-social, cold) present more elevated stress levels (Bezerre et al., 2016).

Lastly, a lack of support from supervisors or management might lead to stress. Dollard (2001) pointed out that the National UK Health Services recognized that management style clearly affected the health of workers. According to Dollard (2001) research found that good management style has a huge impact in reducing the levels of stress in workers. Furthermore, conflict between management, supervisors and workers can lead to strain which may restrict referral by the supervisor for secondary/tertiary intervention (Dollard, 2001).

Based on the ecosystemic approach, resources should also be recognised in the person's transaction with his or her environment (Mattaini & Meyer, 2016). Thus, from an ecosystems perspective there are various social support structures that act as a resource for the correctional officer. Co-workers, family, friends as well as the Employee Assistance and Wellness Programme are social support structures. Therefore, abovementioned social support structures are depicted as positive transactions in the ecomap of the correctional officer (Please see Figure 3.2).

Ashberg, Bowers, Renk and McKinney (2008) defined social support as (a) the actual structure of an individual's support networks (b) the degree to which individuals perceive

relationships to provide adequate emotional and instrumental support (c) interpersonal transactions that involves the actual receipt of support, including emotional concern, instrumental aid, information and/or appraisal assistance. According to Ashberg et al. (2008) two views explain the positive effects of social support. The first view is that social support has a direct effect on adjustment by aiding in the development of adaptive coping skills. In stressful situations, therefore, a support network can help reinforce the ability to cope with adversity. The second view is that social support functions as a buffer against the potentially negative effects of stress, especially when stress levels are high.

Firstly, co-workers can be a source of social support for the correctional officer and can aid in coping with the stressful work environment (Bezerra et al., 2016; Chipanga, 2016; Mostert, 2001; Owen, 2006; Reeves, 2014). Chipanga's (2016) research found that correctional officers indicated peer support groups aided in coping. In addition, the social support received from inside the correctional facility (from colleagues and supervisors) mitigate the effects of work tension on health. According to Chipanga (2016) officers who perceived support from their supervisors or employers relate less stress and a high satisfaction level. Bezerra et al. (2016) found that the support from colleagues is also valued as an effective health protective factor. Furthermore, Reeves (2014) found that high levels of co-worker instrumental support had a positive effect on correctional officer's psychological health.

Secondly, family support can be a source of social support for the correctional officer. Mostert (2001) found that married correctional officer's utilised approach coping strategies more than unmarried correctional officers. According to Mostert (2001) spousal support may serve as a buffer against occupational stress, since the married officers are able to share the burden with their spouse. They might feel threatened by having to seek other forms of social support where they are less protected, such as managerial support or seeking help from professionals (Mostert, 2001).

Lastly, the Employee Wellness Programme can be a resource for the correctional officer. Owen (2006) highlighted the importance of providing opportunities for social support at work. According to Owen (2006) the development of a workplace counselling programme is an effective way of providing social support at work. Bensimon (2010) found that by reducing the negative impact of stress through employee wellness programmes, it may increase both job satisfaction and organisational commitment for employees. Job satisfaction

is defined as an emotional state that allows an individual to achieve objectives related to the nature of the job (Lambert & Poaline, 2008). Lambert and Poaline (2008) found that higher levels of job satisfaction are associated with greater support for rehabilitation and compliance with organisational rules. Employees who are experiencing less stress, and are more satisfied with their jobs are likely to have higher levels of organisational commitment.

Lambert and Poaline (2008) defined organisational commitment as the bond that the individual has with their workplace. According to Lambert and Hogan (2010) organisational commitment is generally associated with loyalty to the organisation, identification with the organisation (pride in the organisation and internalising of the goals of the organisation) and involvement in the organisation. In addition, higher levels of organisational commitment are related to positive outcomes, including prosocial organisational behaviour, improved job performance, receptivity to change and organisational citizenship behaviour. Furthermore, staff members with a strong bond with the organisation are less likely to leave, thus organisations that have higher overall levels of organisational commitment benefits from lower levels of turnover and the cost associated with recruiting and training of new staff members.

According to McCraty et al. (2009) an evaluation of the impact of a stress management programmes for correctional officers found significant improvements in the following (a) cholesterol, (b) heart rate, (c) blood pressure, (d) positive outlook, (e) a significant reduction in overall psychological distress, (f) significant increases in productivity, (g) motivation, (h) goal clarity, and (i) perceived support.

3.3 The Conservation of Resources Theory

According to Dewe et al. (2012) the fundamental tenant of the COR theory is that individuals strive to obtain, retain, protect and foster those things that they value. Therefore, people endeavor to both preserve resources and to accumulate resources in order to navigate their way through life's demands and challenges. Dewe et al. (2012) defined a resource is anything that is important to the individual, contributes positively to their well-being and enabling them to adjust.

A key feature of the COR theory is that it considers both environmental elements and the individual's cognitions as equally important (Dewe et al., 2012). According to Dewe et al. (2012) these dimensions are given relatively equal weight in determining whether or not the person will experience conservation of resources. The basic idea underlying COR theory is that stressful circumstances lead to resource losses; for example conflict with other people at work can drain the individual's energy, take time to deal with it, and distract them from their basic job tasks, all of which will result in resource losses. Because resource losses represent a major threat to survival, they have primacy over resources gains when the person is contesting with stressful circumstances. Furthermore, it is also argued that individuals tend to focus more on resource losses than gains, because losses can determine the individual's ability to survive and thrive in the world (Dewe et al., 2012).

Thus, from a Conservation of Resources perspective the coping strategies utilised by Correctional Officers to deal with the challenging work environment can be considered a resource to minimize losses. Carr (2004) defined coping strategies as consciously selected routines employed to manage situations in which there is a perceived discrepancy between stressful demands and available resources for meeting those demands. Lazarus and Folkman (1984, p. 141) defined coping as "constantly changing cognitive and behavioural efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person." Lazarus and Folkman (1984) considered two main forms of coping: (a) emotion-focused coping, where coping is directed towards regulating the emotional response to the problem and (b) problem solving coping, where coping is directed towards managing or altering the problem which is causing the distress. Evidence suggests that people utilise problem-focused coping when the situation is controllable and emotion-focused coping when the situation is not controllable (Endler, Speer, Johnson, & Flett, 2000; Sojo & Guarino, 2011).

Chipanga's (2016) research found that correctional officers utilised various coping strategies to deal with the challenges encountered in the correctional facility environment. According to De Beer and Korf (2004) individuals engage in various activities to reduce stress. Therefore, coping should ideally involve flexibility and access to various coping strategies suited to the specific situation. Heim (1991) highlighted that coping is mostly related to a specific situation and is goal directed, striving to maintain an emotional and/or psychological balance, which maintains health.

Firstly, some correctional officers utilised self motivation as a coping strategy (Chipanga, 2016). According to Chipanga (2016) self motivation could be viewed as an individual's ability to motivate themselves through their circumstances. This allows individuals to become more adaptable to their situation, based on the self-talks that they have with themselves (Chipanga, 2016). In the current researcher's opinion this also suggests that participants demonstrated some resiliency. Muchinsky (2000) found that the individual's ability to effectively cope with occupational stressors can be positively influenced by resilience and other interpersonal resources. Peterson (2006) highlighted that resilience plays an important role in the individual's ability to survive and thrive in the world. According to Peterson (2006, p. 239) resilience is "a quality that enables people to thrive in the face of adversity." Sojo and Gaurino (2011) found that the coping style adopted by individuals in stressful situations is dependent on individual factors such as resilience, which may result in the maintenance or deterioration of health.

Secondly, other participants in Chipanga's (2016) research utilised acceptance of the negative work situation as a coping strategy. According to Chipanga (2016) acceptance of a situation can be viewed as an acknowledgement of the present situation and a willingness to leave the situation unchanged. This coping mechanism does not only yield the desired results but allows the individual to move forward in an organisation in a more passive manner (Chipanga, 2016). Similarly, Carver, Scheir, and Weintraub (1989) suggested that acceptance of a situation can be viewed as a functional coping response in that a person accepts the reality of a stressful situation regardless of the consequences. Correctional and military settings generally dictate how employees should behave and therefore acceptance of the situation is more desirable. According to Buunk (1998) acceptance of the situation is an effective coping mechanism used by individuals who strive to fit and adjust into their work setting. However, Chipanga (2016) argued that acceptance of the situation is not an effective way to deal with problems encountered. According to Chipanga (2016) although it allowed employees to adapt to the current situation as well as to fit into their environment it may affect their well-being in the long run.

Thirdly, correctional officers in Chipanga's (2016) research utilised suppression as a coping strategy. According to Chipanga (2016) suppression is often used when employees feel that expressing how they feel will not change the situation and when they want to avoid confrontation of a situation. The individual then tends to place their feelings in the

background and continue working regardless of how they feel about the situation. Carver, Scheier, and Weintraub (1989) found that suppression is a useful psychological mechanism, through which an individual blocks the unwanted information out of their awareness. According to Carver et al. (1989) this is a consciously chosen action not to indulge in conscious thoughts or feelings even though they are aware of it. This to a great extent permits the individual to focus on their affairs without being distracted by every impulse that arises and without having to act on the impulse (Carver et al., 1989).

The Conservation of Resources theory states that environmental resources will vary depending on the kind of environment the person function in (Dewe et al., 2012). Thus, from a COR perspective having autonomy in one's job, the amount and type of feedback received from one's job performance, and the levels of rewards obtained for successful job performance, are all examples of environmental resources in the correctional facility environment. Tapscott (2009), Chipanga, (2016), and Bezerre et al. (2016) found that lack of input into decision-making, lack of supervisor/management support, inadequate reward or merit system that recognised good job performance are a source of dissatisfaction for most correctional officers. However, Chipanga (2016) found that correctional officers relied on support from co-workers to deal with the challenges encountered at work such as lack of input into decision-making, lack of supervisor support, and inadequate reward system. According to Dewe et al. (2012) social support from work colleagues and organisational support for individuals (accommodating their needs) represents environment resources which can reduce stress and burnout as well as enhance positive well-being.

3.4 Summary

This chapter provided an overview of the ecosystems perspective and the conservation of resources theory that were utilised as theoretical framework in the study. The core assumptions of the two theories were presented in relation to relevant literature on occupational stress and coping in the correctional officer. The next chapter will focus on the methodology utilised in the study.

CHAPTER 4

METHODOLOGY

4.1 Introduction

A qualitative research approach was utilised to investigate the lived experiences of and meaning of being a South African Correctional Officer. An Interpretive Phenomenological Analysis (IPA) approach was adopted to accomplish the aim of the study. This chapter commences by discussing the research design. Following this, the sampling procedure and data collection procedure will be discussed. Thereafter, the validity and reliability of the IPA study will be addressed. Lastly, the procedure for data analysis as well as ethical considerations will be discussed.

4.2 Research design

A qualitative research approach was utilised in this study. The aim in qualitative research is to develop concepts that aid in the understanding of social phenomena in natural settings, giving emphasis on the meanings, experiences and views of the participants (Al-Busaidi, 2008). An interpretative research paradigm was adopted in the study since it allowed for the in-depth understanding of the experiences and meanings attributed to such experiences in a South African correctional facility. The aim of the interpretive approach is to explain the subjective reasons and meanings that lie behind social actions (Terre Blanche, Durrheim & Painter, 2006). This study utilised the Interpretive Phenomenological Analysis (IPA) approach.

The IPA was specifically developed by Jonathan Smith to allow rigorous exploration of idiographic subjective experiences and, more specifically, cognitions (Biggerstaff & Thompson, 2008). The Interpretive Phenomenological Analysis (IPA's) theoretical underpinnings stem from phenomenology, hermeneutics, and idiography (Smith, 2011a). Phenomenology as a philosophy was developed by Husserl and is an eidetic method which is concerned with exploring how human beings make sense of experience and the meaning they give to these experiences (Pietkiewicz & Smith, 2012). Phenomenological studies focus on how people perceive and talk about objects and events, rather than describing phenomena according to a predetermined categorical system, conceptual and scientific criteria. This involves 'bracketing' one's preconceptions and allowing phenomena to speak for themselves

(Pietkiewicz & Smith, 2012). According to Pietkiewicz and Smith (2012) Husserl's thought was further developed by his follower, Martin Heidegger in existential philosophy and hermeneutics. Heidegger differs from Husserl in his views of how lived experience is explored, and he advocates the utilization of hermeneutics as a research method founded on the ontological view that lived experience is an interpretive process (Dowling, 2007).

Smith (2011a) described the process of IPA as engaging in a double hermeneutic, where the researcher is trying to make sense of the participant trying to make sense of what is happening to them. Shaw (2010) highlights the importance for researchers who utilize IPA to engage in reflexivity. According to Shaw (2010) by engaging in reflexivity (proactively exploring the self at the start of the research process) the researcher can enter into a dialogue with the participants. The third theoretical orientation which IPA relies upon is idiography (Pietkiewicz & Smith, 2012). Idiography refers to an in-depth analysis of single cases and examining individual perspectives of study participants in their unique contexts. The fundamental principle behind the idiographic approach is to explore every single case before producing general statements (Pietkiewicz & Smith, 2012).

With the idiographic emphasis of IPA, the aim of a study is to gather quality information from small samples that will enable a deeper understanding of the participant's experience to emerge (Clarke, 2009; Larkin, Watts, & Clifton, 2006; Pietkiewicz & Smith, 2012). The most frequent form of data collection for IPA studies is semi-structured interviews although participants diaries, focus groups and online methods of data collection have also been used (Clarke, 2009; Larkin et al., 2006; Smith, 2011a). Interviews in IPA studies are led by the participant but guided by the researcher who is both empathic and questioning (Clarke, 2009).

A literature review on IPA by Brocki and Wearden (2006) points out that one of the strengths of IPA is the fact that the approach is a flexible and inductive approach, able to engage with both the new areas without a theoretical pretext and the existing theoretical frameworks. Another strength of IPA is that it recognises that contextual factors influence how meaning is being constructed by an individual (Clarke, 2009). This is in line with the ecosystemic theory.

4.3 Sampling Procedure

The participants of the study included 20 correctional officers, including both male and female officers. A small sample size is recommended for an IPA study which enabled a detailed and very time consuming case-by-case analysis (Callary, Rathwell & Young 2015; Pietkiewicz & Smith, 2012). Clarke (2009) points out that one of the main limitations of IPA is the length of time it takes to analyse the data in the depth required. Therefore, Pietkiewicz and Smith (2012) IPA recommends that researchers should concentrate more on the depth, rather than breadth of the study.

Purposive sampling and snowball sampling techniques were utilised to select the participants. Purposive sampling is often used when looking for particular types of participants (Durrheim, 1999) and is used to obtain a representative sample by including typical groups in the sample (Kerling, 1986, cited in Terre Blanche, Durrheim & Painter, 2006). Purposive sampling has been used to select "information rich" cases (Patton, 1990). Once key participants have been identified, a snowballing sampling technique was used to recruit other participants (Bloor & Wood, 2006). Snowball sampling technique requires that key participants facilitate the recruitment of other potential participants (Terre Blanche et al., 2006).

The participants included correctional officers employed at the Department of Correctional Services in Worcester. Inclusion criteria stipulated that participants should have been employed as correctional officers for at least one year. Furthermore, they should have been exposed to working with inmates inside the correctional centre at some point of their career. The participants were selected from the two correctional facilities located in Worcester namely; Breede River Correctional Service and Brandvlei Correctional Service. The specific correctional centers were selected because it is two of the biggest management areas in the Western Cape. Since Correctional Services is one of the largest employment institutions in Worcester, the current researcher had access to correctional officers. The current researcher knew individuals in the community who are correctional officers who introduced the researcher to potential participants in the two correctional facilities.

4.4 Data collection procedure

Data was collected by conducting in-depth interviews with the participants utilising a semi-structured interview guide. A literature review by Brocki and Wearden (2006) found that most researchers conducting IPA research use semi-structured interviews. In a semi-structured interview schedule one develops a list of key topics and perhaps subtopics in

advance (Terre Blanche et al., 2006). One of the strengths of semi-structured interviews is the flexibility they offer, enabling the researcher to enter new areas and produce rich data (Al-Busaidi, 2008). In addition, they help the researcher to develop rapport with the participants. Another strength of semi-structured interviews is that they elicit people's own views and descriptions and have the benefit of uncovering issues that have not been anticipated by the researcher (Al-Busaidi, 2008).

The participants were asked four open-ended questions as an interview guide as outlined in 1.3.1, research questions. Pietkiewicz and Smith (2012) recommend that open and expansive questions which encourage participants to talk at length, should be followed up by prompts. These may be helpful if participants find some questions too general or abstract (Pietkiewicz & Smith, 2012). Therefore, participants were prompted with sub-questions to describe their experiences in full and to elaborate on answers provided, and allow a vertical in-depth exploration.

The semi-structured interview guide was piloted with two participants to ensure that the right information was generated by the semi-structured interview questions. The interviews lasted about one and a half hour and the participants were informed beforehand about the approximate length of the interview. According to Pietkiewicz and Smith (2012) the duration of most IPA interviews is one hour or longer. The interviews were conducted in the language that the participants were comfortable in. The current researcher provided the option of utilising an interpreter when she was not conversant in the participant's home language. However, no interpreter was used because all the participants with a home language different from the current researcher were comfortable communicating in English. The interviews which were conducted in Afrikaans were transcribed in Afrikaans and the transcriptions translated to English. As such, some of the meaning of what the participants had said could have been lost in the translation process.

As recommended by Pietkiewicz and Smith (2012) it was necessary to audio-record the interviews and produce verbatim transcription of it. Written permission was therefore obtained from the participants to audio-record the interviews (see Appendix A). After the interviews, the participants were asked to complete a demographic questionnaire (see Appendix B). The information generated by the demographic questionnaire aided in contextualising the findings of the study. The audio-recorded interviews were transcribed for later analysis. The interviews conducted and transcribed in a language other than English

were translated into English. Transcribing an interview made it easier to refer back and forth to different parts of an interview because it was in a typed format than listening to an audio-recording as recommended by Terre Blanche et al. (2006).

4.5 Trustworthiness of the IPA study

Trustworthiness refers to a study that is “meaningful, trackable, verifiable, and grounded in real life situations from which they were derived” (Guba & Lincoln, 1982, p. 250). In qualitative research trustworthiness is assessed by the criteria of credibility, transferability, dependability and confirmability (Guba, 1981). In this study, trustworthiness was achieved through the criteria of credibility, transferability and dependability.

4.5.1 Credibility

Credibility refers to the extent to which findings and conclusions reached by researchers are an adequate and truthful account of others’ constructions (Lincoln & Guba, 1985). I selected the following procedures to increase the credibility of the study: Firstly, I spent an extended period of time in the correctional centre’s engaging with participants to get a better understanding of how participants function in their work environment. Secondly, triangulation of sources was utilised to increase credibility. Participants of various ranks including correctional officers on ground level and managerial level were included in the study. This provided a thick description of the experiences of the participants from various ranks.

4.5.2 Transferability

Transferability refers to the degree to which findings can be applied to other contexts, depending on the degree of similarity between the various contexts (Lincoln & Guba, 1985). I provided thick descriptions of the profile of the participants which included participants of various ages, gender, language groups, and education levels. Therefore, the themes uncovered in the study are the perspective of participants of diverse backgrounds. Furthermore, I provided a thick description of the themes which were substantiated with previous research.

4.5.3 Dependability

Dependability refers to whether the findings would be consistent if the study were replicated with the same or similar subjects in the same or similar context (Guba, 1981). Rolfe (2006)

suggests that the researcher should leave an 'audit trail' to allow the reader to assess the quality of the research. Annotated transcripts are seen as one of the elements of an audit trail in IPA data analysis (Vicary, Young & Hicks, 2016). According to Rodham, Fox, and Doran (2014) many researchers who utilise IPA have not clearly explained the process they engaged in, to ensure analytical trustworthiness or validity. I attained dependability in this study by maintaining an audit trail throughout the research process. This audit trail includes the research proposal, audio-recordings, transcripts, field and process notes, notes on emerging themes, data analysis and interpretation notes.

4.7 Procedure for data analysis

As recommended by Bradley, Curry and Devers (2007) the on-going, iterative analysis process began in the early stages of data collection and continued throughout the study. The transcribed data generated from the in-depth interviews was analysed through the Interpretive Phenomenological Analysis (IPA). The aim of Interpretive Phenomenological Analysis (IPA) is to give evidence of the participant's making sense of the phenomena under investigation, and at the same time document the researcher's sense making.

The first stage in Interpretive Phenomenological Analysis involved close reading of the transcript several times (Pietkiewicz & Smith, 2012). The audio-recording was also listened to several times. This helped the researcher to immerse herself in the data and recalled the atmosphere of the interview, as well as the setting in which it was conducted. At this stage the researcher made notes about her observations and reflections about the interview experience or any other thoughts and comments of potential significance. Reviewing data without coding helped identify emergent themes without losing the connection between concepts and their context (Bradley et al., 2007). This involved reading through the transcripts and notes several times to get an overall understanding (Bradley et al., 2007), making notes, drawing diagrams, and brainstorming (Terre Blanche et al., 2006).

The second stage in the Interpretive Phenomenological Analysis process involved transforming notes into emergent themes (Pietkiewicz & Smith, 2012). Themes are defined as recurrent unifying concepts about the subject of inquiry (Ryan & Bernard, 2003). At this stage the researcher worked more with her notes, rather than with the transcript. The researcher formulated a concise phrase at a slightly higher level of abstraction which referred to a more psychological conceptualization. Nevertheless, this was still grounded in the particular detail of the participants' account. At this stage, the researcher was inevitably

influenced by having already annotated the transcripts as a whole, which is a good example of hermeneutic circle (the part is interpreted in relation to the whole and the whole is interpreted in relation to the part) (Pietkiewicz & Smith, 2012).

As suggested by Terre Blanche et al. (2006) themes arose naturally from the data, but at the same time they had a bearing on the research question. This approach to analysing the data required an inductive approach (Rossman & Rallis, 2003) which facilitated the exploration of how the participants used language to discuss their experiences (Stewart, 2011). This was accomplished by engaging in a systematic process of reading the interview transcripts, identifying themes in the participants' responses constructed during the interview process, questioning how those responses were structured, and exploring the themes identified to develop an understanding of the participants' lived experiences (Stewart, 2011).

The third stage in Interpretive Phenomenological Analysis involved looking for connections between emerging themes, grouping them together according to conceptual similarities and providing each cluster with a descriptive label (Pietkiewicz & Smith, 2012). In practice, this meant compiling themes for the whole transcript before looking for connections and clusters. Some of the themes were dropped at this stage, as they did not fit well with the emerging structure or because they had a weak evidence base. A final list comprised of numerous super-ordinate themes and sub-themes (Pietkiewicz & Smith, 2012).

According to Patton (2002) coding allowed the researcher to find patterns in the text and placed those pieces of text together in meaningful categories. Coding also entailed marking different sections of data as being instances of, or relevant to, one or more of the researcher's themes (Terre Blanche et al., 2006). Smith and Firth (2011) suggest assigning data from the interview transcripts to the themes and categories in a coding matrix to aid in data management. During this stage, the current researcher coded the data as relevant to, or instances, of the themes identified and added this coded data to the coding matrix.

The fourth stage in Interpretive Phenomenological Analysis involved writing up a narrative account of the IPA study (Pietkiewicz & Smith, 2012). This involved taking the themes identified in the final table and writing them up one by one. Each of them was described and exemplified with extracts from the interview(s), followed by comments from the researcher. The table of themes opened up into a persuasive account that explained to the reader the important experiential findings that have been found during the analysis process. Using interviewees' own words to illustrate themes served two functions: (a) it enables the reader to

assess the pertinence of the interpretations and (b) it retains the voice of the participant's personal experience and give a chance to present the emic perspective.

This final report includes both the participants' accounts of their experience in their own words and interpretive commentary from the researcher. During this stage, the current researcher compiled a table of themes and used quotations from the transcripts as instances of a particular theme. The use of verbatim quotes in support of a theme also demonstrated how interpretation is linked to the data.

4.8 Ethical considerations

The researcher applied for ethical clearance from the Department of Psychology Ethics Committee. Attaching the ethical clearance certificate, permission to conduct the research was sought from the DCS's Research Department through the local Correctional Services managers of both the correctional facilities. The research was guided by the following ethical principles: (a) autonomy (b) nonmaleficence (c) beneficence. The current researcher explained the aim and objectives of the research verbally, and in detail, to each participant. The voluntary nature of participation and the right to withdraw at any stage of the research process was explained in detail to each participant. The current researcher also explained the right to confidentiality to each participant and that their anonymity will be protected in the audio-recordings, transcriptions, questionnaires and in any published material. Each participant was required to sign an informed consent form before the interviews was conducted. The participants were informed beforehand that they would not receive any money for participating in the study. The participants did not incur any expenses by participating in the study since the interviews were conducted at the correctional centres at an office allocated for the purpose of the study.

The audio-recorded interviews were stored together with the questionnaires in a locked cupboard only accessible to the researcher. Furthermore, each participant was informed beforehand that they can stop the interview at any time and talk about a question that upset them. As a registered counsellor (RC), the current researcher responded appropriately, to contain the participants who were experiencing emotional reactions such as distress or crying during the interview. The current researcher has also provided each participant with the contact details of the researcher if they have any questions about the study.

4.9 Summary

This chapter provided a discussion of the research design utilised in the study. The process of participant selection as well as how data was collected from the participants was discussed. Furthermore, issues relating to the validity and reliability of the IPA study were described. The process of data analysis as well as the ethical considerations adhered to in the study was explained. Chapter 5 will present the findings and the discussion thereof.

CHAPTER 5

FINDINGS AND DISCUSSION

5.1 Introduction

The aim of the study was to investigate the South African correctional officers lived experiences of their work and the Employee Assistance Programme and meaning thereof. Interpretive Phenomenological Analysis (IPA) was utilised to analyse the interview transcripts. The identified themes will be presented according to the main objectives of the study namely; (a) to explore and describe the experiences of correctional officers in the work environment (b) to understand the impact of the work and environment on correctional officers' well-being (c) to explore and describe the EAP experiences of correctional officers (d) to understand the meaning correctional officers' attribute to their experiences. This chapter represents the main themes that emerged from the data analysis.

5.2 Profile of the participants

Participants in the study included 20 correctional officers employed at the Brandvlei Correctional Centre and Breede River Management Area in Worcester. A total of 9 female and 11 male correctional officers participated in the study. Their age ranged between 26 and 56 years with a mean age of 43.4. A total of 14 correctional officers were Afrikaans speaking while 6 officers were Xhosa speaking. With regard to marital status 10 officers were married, 2 divorced, 5 single and 2 involved. Only 2 participants didn't have children while the rest of the officers had between 1 and 5 children. The educational level of the participants ranged from 13 participants with matric, 1 participant obtained a certificate, while 4 participants obtained postgraduate degrees, 1 participant an undergraduate degree, and 1 participant a diploma.

5.3 Themes

Seven themes were identified from the analysed data namely: (a) Confronting various challenges on a daily basis (b) Various dimensions of correctional officers life affected (c) Neglect of correctional officers well-being (d) Coping mechanisms (e) Barriers preventing corrections officers from utilising the EAP (f) A recognition of the positive value of the EAP (g) Personal meaning derived from work. In addition, the themes consist of various subthemes. The themes are discussed with reference to verbatim supporting quotes obtained from the interview transcripts. Furthermore, the findings are interpreted by providing supporting previous research and/or theory. Table 5.3 present a summary of the main themes and the various subthemes.

Table 5.3: Summary of themes and subthemes

Theme Name	Sub themes
Confronting various challenges on a daily basis	Lack of input into decision making; lack of support from management; lack of trust in management; pressure caused by staff shortages; lack of resources; inadequate training opportunities; lack of promotion system
Various dimensions of correctional officer’s life affected	Manifestation of physical and psychological symptoms; Family and personal life being negatively affected
Neglect of correctional officer’s well-being	Lack of interest in the problems of the correctional officer; a need for recognition and motivation from management; lack of team building opportunities
Coping mechanisms	Conflict resolution and interpersonal skills; religion; sport; positive thinking and resilience; support structures
Barriers preventing officers from utilising the EAP	Lack of trust in EAP; stigma attached to EAP; difficulty relating with the EAP Practitioner; negative perception of EAP; insufficient marketing of the EAP service
A recognition of the positive value of the EAP service	
Personal meaning derived from work	Sense of job satisfaction experienced; Job viewed as rewarding

5.3.1 Theme 1: Confronting various challenges on a daily basis

The first objective of the study was to explore and describe the experiences of correctional officers in the work environment. The eco-systems perspective will be utilised as theoretical framework against which the findings of theme one, two, three, four and five will be interpreted. According to Wakefield (1996) the underlying philosophical position of the eco-systems perspective is that the person is connected to others, as well as to social institutions, cultural forces and the physical space. Circular connections exist between all aspects of the individual and all aspects of the individual's environment. There is also a focus on the person: environment fit and on the reciprocal exchanges or transactions between people and environment, which either support or inhibit the striving for adaptation. In a circular transaction, the causal contribution of one element to the problem in the interaction is itself shaped by the causal contribution of the other element. Therefore, the problems are caused by factors in both elements. The transactional view makes it impossible to isolate the individual as the place where the cause of a problem originates. It also becomes impossible to separate the individual from the environment (Wakefield, 1996).

Systemic thinking allows the eco-systems perspective to view individuals as living systems comprising of various elements which are potentially reciprocal in that they act on each other (Mattaini & Meyer, 2016). Systems are regulated through positive and negative feedback (Wakefield, 1996). The challenges identified in theme one such as lack of input in decision making, lack of support as well as lack of trust in management can be considered as elements which provide negative feedback in the system which in turn lead to negative effects in the correctional officer as a system. However, if these issues related to management style and issues such as staff shortage, lack of promotion system, lack of training opportunities could be addressed by management it would lead to lower stress levels and higher morale amongst correctional officers. In turn, lower stress levels and higher morale amongst correctional officers will lead to higher loyalty and trust towards management and the organisation. The barriers preventing officers to use the EAP service in theme five can also be regarded as a negative feedback in the system of the correctional officers.

According to Wakefield (1996) systems can possess states of homeostasis and equilibrium or can be in disequilibrium. The correctional officer as a system is in a state of disequilibrium as a result of the negative feedback or transactions with elements in their environment. This state of disequilibrium can be observed in the manifestation of physical and psychological

symptoms in the correctional officer as well as their family life being negatively affected in theme two. Furthermore, the sense of neglect of correctional officers' well-being in theme three is also as a result of the negative feedback between officers and elements in their work environment. According to Mattaini and Meyer (2016) a functioning system maintains a balance through rich, manageable transactions with the environment. In order to achieve a state of equilibrium, some correctional officers use various coping mechanisms in theme four. Coping mechanisms are resources which help correctional officers cope with stress. Some correctional officers maintain a balance or a state of equilibrium by utilising conflict resolution and communication skills, religion, sport, positive thinking, resilience as well as family and co-worker support.

Participants revealed that some of the major challenges they confront on a daily basis are lack of input in decision making, lack of support from management, lack of trust in management, pressures caused by staff shortages, lack of resources, minimal training opportunities, as well as a lack of a promotion system. These challenges identified in theme one will be discussed in the following section.

5.3.1.1 Lack of input in decision-making

Some participants indicated that lack of participation into decision making is a major stumbling block. This is illustrated by the quotes below:

"There is a big...big communication gap between management and ground level staff. That is a huge stumbling block. Because without communication...lots of things can happen." "Once we are asking difficult questions people tend to close up...management tend to get angry. So most people...if you can step in now in a personnel meeting...and the Head of Centre will ask is there any questions?...There will be one or two...the rest of the 250 plus members will keep quiet...but they have questions in their minds...they have uncertainty in their head...but they are not free to pose those questions." (Participant 3)

"Another thing is our managers they don't take advice from us the lower rank correctional officers. The only ideas that are right are from them." "This is a problem because if you come with ideas they don't want to listen to us...and that is a big mistake." (Participant 4)

"The communication from our heads...they just tell you...uhm...gives you instructions you must do it, you just have to do it...they don't ask, they don't even consult with you...you just have to do it...with that I also have a problem." "I don't feel it's right towards the member...you have to ask the member if he or she is comfortable doing it or can he or she do it." "It upsets you...because according to me it's not right and you can't say anything, you just have to abide to their decisions and instructions...that is the biggest problem that I have." (Participant 12)

"In correctional services what is killing us is that you will find that our heads of centres are very rude. You even prefer your supervisor because your supervisor is most of the time they are always there because they are also under pressure." (Participant 15)

"There is a need for good communication between management and ground floor officers. Keep everyone happy! Management is like this...they threaten us during the morning briefings. If you communicate better with each other than you make the members a bit more positive." (Participant 18)

"Management have to get more involved on ground floor with the officers. They are withholding a lot of information from members. There is a lot of important information that we don't receive. Many times they receive information from an inmate that something is going to happen, then they don't follow the information up and then something happens...than the member didn't know about it. Management believes that they alone can handle a situation." (Participant 19)

These direct quotes express participants' feelings of helplessness and powerlessness. They have no control over the decision making process of their respective correctional facility. According to Lambert et al. (2006) inputs into decision making represent how power is distributed within a correctional organisation. Lambert et al. (2012) stress that not having control can result in feelings of powerlessness and helplessness in correctional staff which both has been linked to increased chances of job burnout. Therefore, allowing correctional staff some control over their jobs sends a message that they are valued, respected and trusted. According to Lambert et al. (2012) these are positive affective states that may help buffer

staff from other workplace stressors which can lead to burnout. This is in line with findings by Chipanga (2016) that in situations where correctional officers are denied the opportunity to have input into decision-making, they tend to shy away, develop low self esteem and loose interest in their work. As may be recalled from chapter 2, Lambert and Poaline 111 (2008) found that lack of input into decision making increased work stress in correctional officers. An equal number of female and male participants with a matric qualification indicated that a lack of input in desicion making was a major challenge.

5.3.1.2 Lack of support from management

Some participants reported that lack of support from management is a major challenge as indicated by the following quotes:

Lots of members have negative experiences with DCS members, with managers [Pause] and higher rank officers. I can't speak for them but I can speak for myself. The support is not what it should be. I don't feel good enough to go to any manager with a problem that I have." (Participant 3)

"A big challenge is the way they manage the centre, the management style that is being used by the head of centre who is not supportive is a very big challenge." (Participant 7)

"I know we are not supposed to hit an inmate or even to touch him, but he enjoys more support than you who works for the Department of Correctional Services. He will say for example 'The officer was rude to me' or 'The officer slapped me'...then management will say okay they have to call the police and then the inmate must open a case against the officer." "I think management protect us too little and they do too little and that's why the loyalty doesn't come through so nicely. They must stand up more for us, protect us more. The inmates know the Inspecting Judge is their power tool. We as members we don't have a power tool...especially here we don't have that support. All that management will say is that you will have to go and 'face the music'...The inmates have got someone that is not known to them...I work for you, I have a member number that is known to you but management will say you must go and 'face the music'" (Participant 8)

I think very often correctional officers feel that the inmates have more rights than they have and it's not really a good thing when you have that imbalance that an inmate have more value and receive better treatment and are considered more important than you who is the worker." (Participant 9)

"If an inmate bumps his head then immediately G111 forms are issued, and immediately two healthy guards are taken and that is a loss of manpower." "He gets the best treatment and then he comes back, he is stitched up, he gets medication and he goes to a single cell. But if you who are the member gets hurt what happens then?...You have to beg for G111, but you don't get G111...you have to go to a government hospital, you get the worst treatment, and if you have to go for a follow up visit they don't approve it." "The humane factor when it comes to members is not taken into account but the inmate gets the best treatment." (Participant 13)

"An inmate can easily verbally abuse you. In the past you could do more if that happens, but nowadays there is not much that you can do. Nowadays you have to charge an inmate but nothing happens to him. If you are physically attacked or if an inmate doesn't want to go to his cell than you have to use minimum force. Now the inmate feel his neck was hurt than a case is open against you at SAPS. You don't know anymore what is right or what is wrong. How must you handle an inmate because you are afraid tomorrow an assault case has been opened against you. You did your work by the book and applied minimum force." "Nowadays the heads and management will themselves give the phone to the inmate. The inmates have more rights than us the correctional officers." (Participant 18)

These quotes suggest that participants have the perception that inmates have more rights than them and are given better treatment by management. This is consistent with research conducted in the United States that found that 42% of correctional officers claimed that inmates got better treatment from superiors than they did (Keinan & Malach-Pines, 2007). Similarly, research conducted by Chipanga (2016) found that lack of support from supervisors as well as management may affect the level of commitment and perception that an employee could have towards the organisation. Research conducted by Botha and Pienaar (2006) found that South African correctional officers who reported a lack of support from

supervisory and management personnel reported higher stress levels. Similarly, Vickovic (2015) found that organisational support have an inverse relationship with health stress for correctional officers. According to Vickovic (2015) when employees feel that they are supported by the organisation, they believe that they are respected and valued and this can lower stress. Furthermore, research suggests that a supportive environment may serve to insulate correctional officers from other stressors (Vickovic, 2015). According to Keinan and Malach-Pines (2007) many correctional officers reported problematic relationships with superiors with many correctional officers complaining about the attitude of their superiors. Research conducted in Israel found a relationship between lack of superior support and high correctional officer burnout (Keinan & Malach-Pines, 2007). More Afrikaans speaking, male participants identified a lack of support from management as a major challenge than female participants.

5.3.1.3 Lack of trust in management

Participants revealed that they find it difficult to trust management. This is illustrated by the quotes below:

"You are uncertain about who to trust. I mean if I have a problem...I would rather discuss it with one of my subordinates than to discuss it with a manager." "When I socialise I prefer to socialise with the members on the ground than with the members that are on top...because they have a way of keeping things against you." (Participant 1)

"We don't go to them anymore to deal with our problems because we don't have that confidentiality anymore that a member can go to a manager and say listen I have got this personal problem can you help me." "All of a sudden that manager comes and makes jokes about your personal issues that you discussed in confidence with that manager. Then it's out on the outside and in the corridor you hear people making jokes. So people are pulling back." "Trust is something that is build...and trust is a serious, serious violation here in DCS." (Participant 3)

"It's like there is that thing at the back of our minds that says 'You can't trust them'". "It's very difficult to trust management, hence members prefer EAP because we see the EAP as a strange person." (Participant 15)

"The managers they have got powers. They can be wrong but they will never accept they are wrong. Always they practice old stuff but they are claiming open door policy. But when you go to that open door according to policy you will find there is an open door policy but the ears are closed. Sometimes that open door policy doesn't make sense" "Then you go there with your challenge, instead of getting a resolution you get more challenges" "You will find that these problems are created, somebody has created to check what is going to happen. Some challenges are very simple if it can be dealt with in a professional manner. They will claim they are professional but management is always protective of each other." (Participant 20)

These quotes demonstrate that participants experience serious trust issues with management. As a result, participants may not feel free to discuss problems with management that may impact on the performance of their duties. As discussed previously, trust in supervisors and management may allow correctional staff to be more accepting of work demands and allow staff experiencing strain to turn to others for help (Lambert et al., 2012). According to Lambert et al. (2012) a lack of trust may cause strain in correctional officers who might perceive that supervisors and management are not acting in their best interest. In addition, a lack of trust between correctional officers and management can be a significant source of stress and can lead to correctional officer burnout (Brower, 2013). Brower (2013) suggests that accountability and standardisation from the top to the bottom are vital to the development of trust. Furthermore, the responsibility for building trust lies with supervisors and the administration, and not with ground level correctional officers (Brower, 2013). An equal amount of female and male participants had a lack of trust in management. However, they differed with regard to number of children. The female participants had only one child each while the male participants had more than one child.

5.3.1.4 Pressure caused by staff shortages

Participants indicated that staff shortage cause additional pressure as illustrated by the quotes below:

"The medium for example was built for 190 members...but now a bakery was added and immediately 2 members are required...but the 190 members remained the same...the work became more..." "...but the staff didn't become more. So it frustrates the members because we plan to do something and then we don't get it done because the members are grabbed to work elsewhere. It specifically influences our section." (Participant 2)

"There are days when you only have only a few security staff on duty and then you have to physically do the security duty in your section, and that is what we do from day to day...you walk yourself crazy to take inmates out of cells and to escort them from one point to another because programmes have to go on." "It's difficult to keep all the balls up in the air and nobody understands your situation." (Participant 6)

"Sometimes the other frustration comes from members who decide to run away from work because they can't handle that thing when...they are sick and tired of how they are being treated and then they to report sick for a week....you see...it's affecting mos now their productivity now, it's also affecting me who's on duty because now I must also work for him while he is sleeping at home...you see now...so it's challenging." (Participant 7)

"There is a bit of shortage of staff but that is nothing new to me...the shortage of staff puts other people under pressure and then...uhm...and there are also some members that will take chances that will leave the other members alone to cope on their own." (Participant 9)

"...especially when it comes to Mondays and Fridays there are challenges. You will find that there are a few members on duty. Now the few members on duty have to open the cells, count the inmates, and give food to the inmates. So in that case you don't get so much support because you have to be strong, you are on your own. Although our policy says you can't work if you are less than 5 members the situation now is forcing you to work with less than 5

members...and then you have to be alert all the time because the inmate also takes advantage if there are only a few members on duty they practice their gangsterism." (Participant 10)

"The ratio that exists, 2 officers for 120/150 inmates. The work must be done! You get hurt and what then? Then they want to tell you that you were supposed to look out, what the policy says. But they bent the policy as they like." (Participant 13)

"Challenges are the amount of people that we have in the section per day which is much less in relation to the amount of inmates which we have to work with. Look, a lot of times the officer is off sick, the officer is on leave, or the officer is being moved away and than the amount of officers in relation to the amount of inmates is one of the biggest challenges that we have in the section." (Participant 16)

"Especially the member total and then the members that I booked the previous day but who doesn't show up at work. For me that is a big challenge." (Participant 17)

"We have to get by with the member total that we have for the day. You are limited with what you can do with the inmates...Look, many times than the inmates can't even get exercise because the member total doesn't allow for it...because point number one we have to consider our safety first." (Participant 18)

From these quotes it is evident that staff shortage places strain on participants and may be a source of stress and frustration as they struggle to perform their duties. This finding is consistent with previous research (Summerlin et al., 2010; Tapscott, 2009). As discussed previously, Summerlin et al. (2010) found that staff shortages were indicated by the majority (73%) of correctional officers as the most significant challenge leading to very high stress levels. According to Tapscott (2009) severe staff shortages lead to stress symptoms and burnout among many South African correctional officers. In this study more Afrikaans speaking, male participants indicated that staff shortages are a major challenge than female officers.

5.3.1.5 Lack of resources

Participants described how financial restrictions imposed by the Department of Correctional services impacted employees. These ranged from cutting essential stuff from their budget and finding alternatives, insufficient material to present programme to inmates, and lack of essential resources such as dogs and uniforms for correctional officers. This is illustrated by the quotes below:

"At this stage finances are a big stumbling block in all the government departments. I don't believe it's only in the Department of Correctional Services...it's everywhere...uhm...so we have to pinch and scrape and make plans and...uhm...[Pause] get by with what we have...and...make plans to find alternatives if we don't have...uhm... it's a challenge... it's a big challenge." (Participant 2)

"Correctional Services currently have financial problems so you don't have all the resources that you would like to have. If you present programmes to the inmates you need a lot of stuff to achieve it. So you don't have...uhm...everyone don't always have projectors, everyone don't have DVD's...uhm...you don't have money to buy DVD's...you don't have money to buy learning material...uhm...and then for example basic stuff such as stationery and poster paper...uhm...all the stuff that you use in the programmes for the inmates...you don't have it and you are not allowed to buy it out of donor funds...so it restrict your creativity and if you want to do things you must buy it out of your own pocket." (Participant 9)

"Correctional Service doesn't buy dogs anymore because there is no money to buy dogs. You now have to be satisfied if a dog is donated to you and now you have to try your best to train that dog." (Participant 18)

"I want to tell you when last...but I can't even tell you when last we received new uniforms." (Participant 2)

"I last received a uniform when I worked in Durban." "As I sit here just look at my uniform! I can show you I am in rags. Look at my uniform, it's shabby!" (Participant 13)

"Uniforms are a problem for correctional officers. It takes very long to get a new uniform and if there are uniforms available it's either too big or there is just not uniforms available." "You have to ask someone else to give you a trouser or you must make your own size if it's too big. Then you have to ask an official who is retiring 'Sir, don't you please have a trouser or a shirt for me' It's bad!" (Participant 16)

"I last received a uniform 5 years ago...5 years ago. You have no choice but to repair and search for a uniform from someone else." (Participant 18)

These quotes demonstrate that the lack of resources may be a source of stress and frustration for participants as they are limited in their ability to perform their duties. This finding is consistent with previous research (Chipanga, 2016; Summerlin et al., 2010). As discussed previously, as a result of lack of resources correctional officers cannot perform their duties as expected resulting in strain or high stress levels for the officer (Chipanga, 2016; Summerlin et al., 2010). Furthermore, as noted by Tapscott (2009) the lack of resources in South African correctional facilities seriously compromised the fulfillment of offender development plans. Research findings from Moynihan (2005) revealed that a lack of resources affect every aspect of corrections management. According to Moynihan (2005) lack of resources eliminates any redundancy and leaves the organisation susceptible to crisis events. In this study more Afrikaans speaking, male participants indicated that a lack of resources is a major challenge than Afrikaans speaking, female participants.

5.3.1.6 Inadequate training opportunities

Some participants reported that inadequate training opportunities are a major challenge as illustrated by the following quotes:

"We don't get the training that we must get to perform all of our tasks. We have to train the people ourselves...uhm...but I mean you now train him as the stuff happens...he doesn't get an overall picture...he gets that what you are busy with." (Participant 2)

"I have to say to you it's almost been a year and a half since I have been to the training centre. This is a training centre...listen to the word training...it's been a year now since I have been here...it tells you...did I ever undertake any training from the beginning of the year? What is been done to develop me? If I can take certain officials...and this is the truth according to me...some of them are being developed at a fast pace and there is some of us that is not developed at all so that is also a problem." (Participant 3)

"You don't have all the resources that you want in terms of...uhm...training opportunities...there is not a lot of training opportunities because you are haltered with that...uhm...you can't present such opportunities or attend it because there is no money for it like we were used to previously we always had money available but now there is nothing so that is a bit restricting." (Participant 9)

"Since I have been here I have never been taken to formal training. I am working on the system, but I have never been taken to formal training...but I was shown how the system operate that's all...because they say the Department doesn't have money." "We should also be taken for training even if it's a basic training so that you can be able to know what to do when something happens...but the unfortunate thing is they will speak of financial constraints." (Participant 11)

"They have to send the members more for training because especially at our section we don't attend training easily. Many times information about training doesn't even reach us. But it happens a lot that we fill in forms to attend training but we never get to attend it. It almost looks as if our section doesn't need to get that training even though we filled in and submitted the forms." (Participant 19)

These quotes suggest that inadequate training is viewed by these participants as a stumbling block in terms of their work related development. This may be a source of stress for these participants as a lack of work related skills impact negatively on their ability to perform their job. This is in line with previous research (Botha & Pienaar, 2006). Botha and Pienaar (2006) found that inadequate training was indicated as a source of stress by South African correctional officers. According to Brower (2013) fiscal pressure placed on correctional

centre administration can have ripple effects on correctional officers, as tightening budgets can lead to inadequate training. These issues can create tension between administration and officers, which if left unaddressed, can have crippling effect on the collective level of morale of an agency (Brower, 2013). More male participants reported that inadequate training opportunities are a major challenge than female participants.

5.3.1.7 Lack of promotion system

Participants revealed that a lack of promotion system is affecting them negatively as indicated by the quotes below:

"I will say 'back to basics' when there was a promotion system...and that is the other issue...the promotion system. In the past you spent 3 years on a rank and then you move to the next rank. Now you have to apply for a position and you must have a degree." (Participant 1)

"Let us take the promotion system...you have to apply for a position...if there is no position than you can't be promoted which means someone that can't...uhm...for example I'm not a person that can't go for an interview...I only had one interview in my life and that was to get the job that I am in now and it was very frustrating for me..." (Participant 2)

"You will find officers that are 10 years in that rank, CO2 for 10 years, but there is no promotion. I am a unionist, the unions we argue about that issue why there is no policy, but before there was a policy. How did they promote those people before? But now when it's our time there is no policy. It's frustrating and you will find people are getting old in the same rank which means in terms of developing we are stuck!" (Participant 20)

From these quotes it appears that these participants are left without any prospects for career advancement as a result of a lack of a promotion system. This finding is consistent with previous research (Lambert & Paoline 111, 2008). Lambert and Paoline 111 (2008) found that employees who did not perceive an opportunity for career advancement may feel that they are in a dead-end job resulting in job stress. In addition, it was found that a perception

of promotional opportunities increased job satisfaction and organisational commitment for correctional staff. Consequently, correctional officers who did not perceive opportunities for promotion experienced less job satisfaction as well as less organisational commitment. Therefore, promotional opportunities within corrections should not be ignored as it has been proved to have an impact on the occupational attitudes of staff. Lambert and Paoline 111 (2008) suggest that there should be a clear pathway or fair opportunities for promotion. Opportunities such as special training and skills development should be provided by organisations to make staff better candidates for promotion opportunities if they arise. Organisations should also provide non promotion incentives such as incentive pay or job rotation which may also lead to staff feeling less stressed, more satisfied, and more committed (Lambert & Paoline 111, 2008). More married, male participants with a tertiary qualification indicated that a lack of promotion affected them negatively than unmarried female participants with a tertiary qualification.

5.3.2. Theme 2: Various dimensions of correctional officer's life affected

The second objective of the study was to understand the impact of the work and environment on correctional officers' well-being. Participants reported physical and psychological symptoms as a result of their work and work environment. Other participants indicated that their family life was negatively affected. This will be discussed in the following section.

5.3.2.1 Manifestation of physical and psychological symptoms

Participants reported some physical and psychological symptoms that they ascribed to the inherent stress of their work and work environment as illustrated by the quotes below:

"I have a skin problem...and my skin problem goes hand in hand with stress and I know exactly when my stress levels are high. Sometimes my skin is at its most radiant and sometimes my skin is full of pimples...and then I know it's my stress levels at work."
(Participant 1)

"I have seen how correctional officers jumped from the second floor out of fear for their lives...inmates that come running towards them with long, self-made knives...it happened. It

was so bad that I had a heart attack 7 years ago at the correctional centre..." (Participant 13)

"Two years ago I became very sick in the position that I am in now, duty clerk. But that time I was alone and a tremendous amount of work was offloaded on me." "My stress levels were high. There were also physical symptoms. I had a lot of headaches, I was also just physically tired. Every day when I came home I was tired because your brain just never switches off in the post that I am in. Your brain is working overtime from when you knock off from work up until you get home. When you are at home you think I booked that officer at a specific section but will the officer show up tomorrow. So your brain doesn't switch off, he gets physically tired." (Participant 17)

Participants experienced physical symptoms ranging from skin problems, heart attack, headaches and chronic tiredness. These symptoms could be a reaction to the stress that they encounter at work. According to Vickovic (2015) the primary physiological response to stress is the production of hormones such as epinephrine and cortisol. As a consequence of the over or underproduction of these hormones, levels of cholesterol glucose and triglycerides are altered. These reactions to stress can lead to physical disease. Furthermore, compared to other occupational groups and the general public, correctional officers have higher levels of cortisol, heart disease, diabetes, asthma, plasma triglyceride, respiratory impairment, sleep problems, ulcers and hypertension (Vickovic, 2015). According to Bierie (2012) correctional officers who perceives harsh working environment are more likely to exhibit physical problems such as headaches, stomach ulcers and back pain. In this study more Afrikaans speaking, male participants reported physical symptoms than Afrikaans speaking, female participants.

Furthermore, some participants revealed that they experienced psychological symptoms as illustrated by the quotes below:

"My stress levels is high sometimes...uhm...but from that time I have pills that I carry with me which I just put under my tongue to calm me a bit when my stress levels gets too high. I haven't used it for a long time...uhm...like in 2 years ago...uhm...but I carry it with me...so the consolation is there if it's going rough." (Participant 2)

"You leave home knowing there is an 80% or 90% chance that you may never come back and for me that is a serious thing." (Participant 3)

"Your work is stressful...uhm... especially when you try to do your work right. It's bad hey! I am telling you I never used to look forward to my weekend off, you know it wasn't an issue for me because I enjoy my work so much. Now it's becoming that I look forward for my weekend off...because you need that clean break." (Participant 6)

"It does have an impact psychologically because every time you are at home you have to look over your shoulder...you have to be alert and then you think about things that happened at the correctional centre and you can't sleep." (Participant 10)

"You are so alert that when you enter you first look for the exit ...uhm...so that you can be constantly aware about the environment that you are in resulting in that you become paranoid to put it like that...where is the escape route, who's in the room. So as a person you are very alert..." "That alertness is embroidered in you if you are a correctional officer...and it's not always nice...remember a correctional officer thinks 4 times quicker than the ordinary person...uhm...you pick certain stuff up from body language, your sixth sense is so sharpened that you use it in every situation and sometimes it's not even necessary to do it." (Participant 13)

"Sometimes you will find the inmate is sick now you find the inmate has TB. You can't run away because you must go and get a protective mask. The inmate is sick now, he needs your assistance now so you must go and assist. So you don't know whether you catch the TB or not. That one is working psychologically." (Participant 20)

From these quotes it is evident that the constant exposure to stress and the constant state of alertness may cause anxiety in these participants. Furthermore, participants are hyper-alert in situations where it is not required. This finding is in line with research which found that rates of anxiety are higher among correctional officers than all other occupations (Tiesman et al., 2010). According to Brower (2013) correctional officers are required to display a high level

of hyper-vigilance, boundary setting and self-control because of the inmate behaviours that they encounter on a daily basis. This constant state of alertness can be taxing both physically and psychologically (Brower, 2013). More Afrikaans speaking, male participants reported psychological symptoms as a result of their work and work environment than Xhosa speaking, female participants.

5.3.2.2 Family and home life being negatively affected

Participants described how their work and work environment affected their family and home life in a negative manner. This is illustrated in the quotes below:

"My work had a very big influence on my family life. Just after I was released from Pines my wife went to Pines just to help her a little bit. Because at that time our kids were still little...if I can take a guess our eldest son was about...uhm...6 and the second one was about 4 years old. So it was tough that time and it influenced my family badly." (Participant 2)

"The outcome of my experience with DCS is one that I don't communicate well outside...uhm...my wife also told me you don't talk to me." "I deal with the problems here that is why I don't talk to my wife at home about the problems that I have here...they don't know. Maybe it's wrong...maybe I should open up more to her...maybe she can also help me...but...uhm...I just think that the less she knows about DCS the better it is." (Participant 3)

"Lets say about 5 or 6 years back...if I had problems at work...I got home and my wife will tell you the same thing because we disagreed a lot... obviously when I got home I changed, put the music on, whiskey, a cigarette or two...I just want to relax...what had to be done at home is not my problem...my problem is now how am I going to beat that challenge that beat me today, how am I going to beat that challenge tomorrow...because I can't allow that challenge to beat me, I can't let my flag fall...so tomorrow...I have to lay and think the whole time because like that inmate who is laying in his cell busy planning how he is going to beat me better tomorrow...so I am not talking to my wife, I don't help my child with her school work because I don't have time for that." (Participant 8)

"To be a correctional officer you must have a split personality, a forced split personality. Sometimes officials forget to leave this rigid, bombastic manners at the correctional centre because he is going home now...what happens now...you shout at your dog, you shout at your wife and kids and you can't speak with a soft voice." "I mean if you are happy at home you will be happy at work and if you are not happy at work than you go home with that anger, obviously you will take it out on your wife...uhm...it's a cycle, it fills each other up...and believe me I still would have been married today but things just got too much for me...uhm...it definitely has an influence on your work too...uhm...you are not debriefed, nobody care to put it like that, the work must just get done." (Participant 13)

My wife started to complain that I must get out of my job. But I loved my job so much, I didn't even realise that I was neglecting her and the children. But I assured her it won't happen again and it nowadays things are going well." (Participant 17)

"You hear every morning...uhm...you are threatened by heads, "you can't do this or you can't do that." Then you go home in the evening, you get guys that go to the pub...he becomes an alcoholic, gets involved in extra-marital affairs. That is all an impact from work. You shout at your children." (Participant 18)

"There is a big impact on my family life. You will find your children want to play with you but your mind is not there. Your wife is asking something, and then you just blow up because you take out this frustration of work on your family. Yes, that one is affecting the happiness. You will find there are a lot of officers that are divorcing because of the frustration. You go from inside and you go outside, you meet the people there you are suppose to enjoy with them but you are still here at work." (Participant 20)

Participants revealed that their work had a negative impact on their family life ranging from withdrawing from their spouse, not sharing household responsibilities, neglecting their wives and children, difficulty to switch roles between home and work, displacing anger and frustration on family members, and drinking and smoking excessively. As recalled from Chapter 2, correctional officers may become withdrawn because they prefer to leave work at the office, rather than sharing their day's experiences with their family members and friends

Brower (2013). According to Brower (2013) the correctional officer might find it difficult to switch off the acquired functional and professional characteristics of the profession when at home and in their personal life. In addition, as a result of excessive work stress a correctional officer can displace frustration on their family members and treat them in the same way they treat inmates resulting in conflict at home (Brower, 2013). Research found that compared to all other occupations, correctional officers consume more alcohol and use tobacco more often (Weir, Stewart, & Morris, 2012). According to Bierie (2012) correctional officers who perceive higher levels of stress in terms of a harsh working environment were significantly more likely to drink and smoke. More male participants in the age group 40-60 years indicated that their family and home life were negatively affected than male participants of the age group 50-60 years.

5.3.3 Theme 3: Neglect of correctional officer's well-being

Participants indicated that important aspects regarding their well-being are neglected. This includes a lack of interest from management in their problems and a need for recognition and motivation from management. This will be discussed in the following section.

5.3.3.1 Lack of interest in the problems of the correctional officer

Participants indicated that the management from their respective correctional centre doesn't show interest in their problems and well-being. This is illustrated by the following quotes.

"I feel they have to go a bit...uhm...deeper...if the member is drinking too much...you as the manager must call that member in and ask him or her what is the problem. Why send the member straight to the EAP? What did you as manager do? And a lot of people sometimes have problems that they bring to work. Some people know how to deal with their problems while others can't." (Participant 1)

"They don't check what is bothering an employee...that is the only challenge I see....they don't follow it up, they just count how many days that you will be receiving an unpaid leave and then when are you going for a disciplinary hearing they don't bother maybe that problem is a personal problem with regard to your wife cheating or something else but according to them they will say it's a front maker they don't want to come to work. They don't follow it up!" (Participant 7)

"I think many times the member feel that the Department take and take and they don't really care about their well-being and a lot of the correctional officers feel like that because I think because they work in such a dangerous environment they feel the employer don't worry about them you know. Than on top of that they work with inmates can be very rude and unthankful and who just want and want the whole time and feel they must get the stuff." (Participant 9)

"Nobody show that interest to ask 'How are you, are you orrait?' They just don't care. They just come to do their stuff and then they leave. They sit in an office with air-conditioning while I am everyday busy doing my work between the lice." (Participant 13)

"We sit with a lot of stuff that happened in the past. When I started working here in 1996 there was a lot of assaults on our members. You still see that stuff happening in front of you, stabbings. But Correctional Services don't care in any way about the well-being of its members. They care more about the well-being of the inmate." (Participant 18)

From these quotes it appears as if participants feel that management don't care about their well-being because of the lack of interest shown in their problems. This finding is consistent with previous research that found that lack of interest from superiors regarding correctional officer's problems was reported by officers as causing stress (Keinan & Malach-Pines, 2007). More female participants were of the opinion that there was a lack of interest in the problems of correctional officers than male participants.

5.3.3.2 A need for recognition and motivation from management

Participants also revealed that there is a lack of recognition for work well done and motivation from management as indicated by the following quotes:

"Case officer work is a very unthankful job...you don't get that recognition...not that I am looking for recognition...not at all...but it's hard work for a correctional officer." "I know what I do, I still try at least because you can get negative so easily. I am trying my best and I do what is expected from me and I also do stuff that nobody knows about and nobody see and I don't want to be seen...and that brings you down some times. The people don't really know

what you are doing here and then they want to come and tell you what you must do and how you must do it." (Participant 6)

"So what is killing the officials is not having the support from the managers and not being appreciated for the good things that you are doing and it's a challenge and people are so demotivated, they just come to work for the sake of coming knowing that at least on the 15th there will be something in my bag." (Participant 7)

"We are working mos in a very driven environment actually you are fairly pressured to give just your best. You are actually only driven and you don't always get so much recognition as you would like to get." (Participant 9)

"If they can just make members more positive...and give especially for the younger generation correctional officers more challenges so that they can progress." (Participant 12)

"There is nobody that gives a compliment or that gives a tap on the shoulder and say we see what you do and we appreciate it...I mean it's only words but it carries power and it give me that power and inspiration to do better in my work...uhm...nowhere are you thanked for what you are doing." (Participant 13)

"I think maybe just to uplift and motivate the members more because we work with inmates...uhm...it's a very stressful job even if you work in the office or physically with the inmates. So just to motivate and uplift the members a bit more. A simple word like 'thank you' means a lot even though people don't think so. It's little but it's the small stuff that makes an impact." (Participant 14)

"All that counts for the heads is that he reaches his target for the day, he wants to close his dairy and say there was no incidents for the day. There were no assaults, there was no one who smuggled, but motivation nothing." (Participant 18)

From these quotes it appears that participants don't feel appreciated a result of a lack of recognition and motivation from management. This may be a source of stress for participants. This finding is consistent with research that found that a lack of recognition for good work and lack of motivation were reported by South African correctional officers as one of the most severe stressors (Botha & Pienaar, 2006). According to Botha and Pienaar (2006) recognition and motivation might be reciprocal. Officials who do not receive recognition for work well done will also be less motivated. In turn, less motivated officials produce work of poorer quality and thus don't earn recognition (Botha & Pienaar, 2006). According to Tapscott (2009) the motivation of staff and the maintenance of morale are of central importance in any organisation, and are not limited to organisations where staff operates under conditions of physical and psychological stress. Tapscott (2009) found that managers in South African correctional facilities who reported success in motivating staff revealed that this was achieved through constant personal interaction with officials. Therefore, the motivation of staff was a function of management leadership rather than the existence of formal mechanism to encounter greater productivity (Tapscott, 2009). More female participants were of the opinion that there was a need for recognition and motivation from management than male participants.

5.3.3.3 Lack of team building opportunities

Furthermore, some participants revealed that there is a lack of teambuilding opportunities as indicated by the following quotes:

"In a lot of work places like the police or where else...the guys get a lot of opportunities for teambuilding. That is also something that doesn't happen at this place and...uhm...I believe if you just take that teambuilding...just to play cricket with a guy. We are all mos pass our cricket playing days...just that laughing and so on because you want to release that stress." (Participant 8)

"Members are just looking for a bit of teambuilding on a Wednesday. Why not have it once a month. It's really, sports days is what members are looking for. It is a big thing. The members are just looking for a bit of chill, to spend time together. It's not there anymore. I don't know the official who is working in the other sections because in the old days we got to know each other through stuff like these." (Participant 18)

These quotes demonstrate that participants are in need for teambuilding activities which provide opportunities for socialising with colleagues, relaxation as well as stress release. These are activities that aid in the well-being of participants. Research found that sport and recreational exercise may be potentially important in improving health and subjective well-being (Taylor, Davies, Wells, Gilbertson, & Tayleur, 2015). According to Taylor et al. (2015) various studies have found evidence that sport and recreation generated both physical and mental benefits. Furthermore, Downward and Rasciute (2011) found that happiness is enhanced by participation in sports. This is especially prominent amongst those engaging in sports that requires social interaction such as team sports (Downward & Rasciute, 2011). However, Wheatley and Bickerton (2017) found that only regular participation, at least once a month, in art activities and sport generates positive effects. Hecht and Boies (2009) found that participation in sports, recreation and fitness are associated with improved well-being. According to Hecht and Boies (2009) these positive feelings generated by these nonwork activities may spillover to work and thereby increase well-being at work.

5.3.4 Theme 4: Coping mechanisms

Participants identified a number of resources such as conflict resolution and communication skills, religion, sport, positive thinking, resilience as well as family and co-worker support as playing a role in helping them cope in their stressful work environment. These coping mechanisms will be discussed in the next section.

5.3.4.1 Conflict resolution and interpersonal skills

Some participants indicated that their conflict resolution and interpersonal skills aid in coping in their stressful work environment. This is illustrated in the quotes below:

"I approach you and I tell you how I feel about something...and that's it. If you want to be angry than you can be angry...but I just move on. I do exactly that with my 3 co-workers, my 3 clerks...I do exactly that. And with them I am very straight. If we have conflict I handle the conflict immediately. I don't wait." "And I am very straight with them...and that is how I cope." (Participant 1)

"I learn a lot, I learn every day and yes every job has its own challenges...uhm...people with different types of personalities and you have to know how to communicate with these different types of people because it's very important especially in the office where I work with personnel. So you have to know how to work with these different types of people, how to handle people because everyone has his or her own character so you have to adjust to everyone's character. You must be able to communicate irrespective of the cultural difference." (Participant 14)

"I talk! I discuss issues. If I have a problem I go to the manager or the supervisor and I tell him about the challenge." (Participant 10)

In a cultural diverse setting such as correctional services it is essential that employees possess conflict resolution skills as well as interpersonal skills for the effective functioning of the organisation. Kossuth and Cilliers (2002) argues that the salutogenic functioning individual will demonstrate the necessary psychological strength to cope with conflict between people, be able to act constructively as leader in negotiations between factions within the organisation (which demonstrates effective interpersonal relationships amongst team members), and in the same time realise that different cultural beliefs could influence people's perceptions of work performance, satisfaction and productivity in significant ways. According to Muchinsky (2000) in an era of intense job stress, caused increasingly by factors over which individuals have little or no control, the capacity to effectively cope with our emotions is highly related to interpersonal relations. The capacity to effectively cope with our emotions is referred to as emotional intelligence. Emotional intelligence consists of five components namely: (a) knowing one's emotions - a self awareness of one's emotions as they are happening; (b) managing emotions so that they are appropriate; (c) motivating oneself - marshalling emotions in the service of a goal; (d) recognising emotions in others or empathy - the most fundamental people skill; (e) handling relationships - which is a skill in managing others (Muchinsky, 2000). More Afrikaans speaking, female officers utilised conflict resolution and interpersonal skills as a coping mechanism than Xhosa speaking, female participants.

5.3.4.2 Religion

One participant revealed that religion assisted him in coping in the work environment as indicated by the quote below:

"I am a religious person. I have to make God part of your work every day...uhm...that is the most serious reason that I cope with anything that happen inside here...even you can come with anything to me you can bring the whole world down on me because I have God on my side I will attack." (Participant 3)

From this quote it is evident that religion play an important role in this participant's ability to cope with the stress encountered at work. This is consistent with previous research which found that positive religious coping was related to positive psychological adjustment to stress (Pargament & Raiya, 2007). According to Pargament and Raiya (2007) there is a link between religion and coping when dealing with major life stressors. Religious coping methods are concrete manifestations of religion in difficult times and stressful situations. Individuals draw on religious solutions to problems from a more general orientation system that consists of well-established beliefs, practices, attitudes, goals and values. Religious coping is also triggered by particular situations, especially those who push the individual beyond his or her everyday understanding and limited personal and social resources. Religion has been linked to psychological goals such as anxiety reduction, personal control, peace of mind, self-development and the search for meaning (Pargament & Raiya, 2007).

5.3.4.3 Sport

One participant described the coping benefits of engaging in sport such as golf as illustrated by the following quote:

"Fortunately I have a very good psychologist and that is my sport...I play golf [Pause]...it is therapeutic for me and it taught me a lot about myself, and how to work with other people." (Participant 6)

For this participant it is evident that playing golf aided in coping with the stressful work environment as well as providing self understanding and improving interpersonal skills for the participant. This in line with research that found that playing golf is associated with

improved physical health and mental well-being, and a potential contribution to increased life expectancy (Murray, Daines, Archibald, Hawkes, Schiphorst, Kelly, Grant & Mutrie, 2016). According to Murray et al. (2016) research found a number of mental and social benefits for participants who played golf. Firstly, participants who played golf reported an improvement in stress and anxiety. This was achieved through the stress busting qualities of golf such as the perception of sense of cool control and the release of aggression. Secondly, the social benefits of participants who played golf include improved confidence, interpersonal skills and emotional control (Murray et al., 2016).

5.3.4.4 Positive thinking and resilience

Some participants revealed that personal characteristics such as positive thinking and relying on their own personal strength play a huge role in coping with the stress of their work and work environment. This is illustrated in the following quotes:

"If you associate yourself with negative people than you will also become negative...I must say that I am a very positive person and I won't allow another person to influence me negatively...I will sommer tell you straight 'You are negative, just go somewhere else'"
(Participant 5)

"...I won't say that there aren't challenges that aren't too big and I also don't say...uhm...the frustrations and stuff won't get me under or harm my health in the future but...uhm...I am aware that it can happen and I will try to prevent it." (Participant 2)

"But even under those unhealthy environment I have learned alot with regard to that because what I did was to swap the negative to the positive by trying to develop myself and start to study...On that night shift that they are booking me I am taking my books!...That is the only way because in the correctional centre you complain and you complain they will label you as a women with an attitude and you are influencing the newly appointees." (Participant 7)

"The challenges that you face shouldn't overcome or depress you but you should see them as an opportunity but you should always find a way to overcome it. One way to overcome a challenge is to rely on your own personal strength, I think it's a life lesson that in life you will get challenges and it's just a matter of finding a way to overcome that...try you level best to actually do what is right and work through your challenges and that is my motto...that's how I cope." (Participant 11)

"You cope, there is no other way. You face your challenges because this is your challenges. You can't give it to someone else. This is your challenge." (Participant 20)

From these quotes it is clear that these participants rely on their own personal strengths to cope with the stress which demonstrate a degree of resilience. Coutu (2002) described resilient people as individuals who possess the ability to face reality, to create meaning under conditions of enormous stress and change and to improvise a solution to a problem. Botha and Pienaar (2006) found that the well-being of South African correctional officers was related to factors such as positive affect and an internal locus of control. According to Botha and Pienaar (2006) the correctional officer who sees him or herself as being the main cause of outcomes in their life, and who does not feel dominated by external influences, experiences more positive affect, and less strain from occupational stress. According to Botha and Pienaar (2006) having a high external locus of control was also related to more negative affect, and experiencing more demands, and a greater lack of resources. The officer who thus feels that he or she is not within power to exert a significant influence on his or her surroundings may also experience more negative mood states and be more likely to experience strain due to occupational stress. Botha and Pienaar (2006) stresses that this finding demonstrates that psychological strength factors increasingly become important under stressful conditions because they unlock coping-possibilities in individuals. With regard to low levels of psychological strengths and consequently maladaptive coping with stress, individuals might develop dysfunctional work attitudes (Botha & Pienaar, 2006). More male participants with a tertiary qualification utilised positive thinking and resilience as a coping mechanism than female officers with matric.

5.3.4.5 Support structures

Some participants revealed that family and co-worker support are a major resource that help them cope with their stressful work and work environment. This is illustrated by the following quotes:

"I can't walk around and go crazy on them...I have a lovely wife and daughter outside that I can still enjoy." (Participant 8)

"In the specific section that I work in, we are working very well in a team and there is enough support to reach your goals...and there is also people that will come up for you to tell you keep on going with what you are doing even though there isn't money and we won't lower our standard of work." (Participant 9)

"Family support is very good. I think it plays a role because you know when you are getting home, you switch off...for instance I switch off from the moment I get out of the correctional centre. I said...'You know what? I am out of the correctional centre now I am going to my family and I need to greet them with a smile. There will be my son who is waiting for me or who will give me a hug' So at least that is...so family support plays a role." (Participant 15)

"Our team work very well together, we can go to war with our team." (Participant 16)

"It is very stressful but your colleagues make it much easier for you especially if you are working together for a while. You know your colleagues have your back and we look out for each other." (Participant 17)

These quotes demonstrate that the support of family and colleagues play an important role in coping with their stressful work and work environment. This finding is consistent with research which found that social support benefit individuals directly and act as a buffer against stressful life events (Green & Pomeroy, 2007). Owen (2006) suggests that spending time with family is an activity that built social support. Similarly, Flannery (2011) found a

positive relationship between emotional support and humour. According to Flannery (2011) conversation with co-workers or family could possibly lighten serious or stressful issues in people's lives. Furthermore, a study of police officers found that police officers who discussed stressful issues with their spouses experienced more social connectedness with their family and is therefore better able to cope with stress (Flannery, 2011). More male participants identified support structures as an aid in coping than female officers

5.3.5. Theme 5: Barriers preventing officers from utilising the EAP

The third objective of the study was to explore and describe the EAP experiences of correctional officers. Participants revealed a variety of barriers preventing them from utilising the EAP service. These barriers include a lack of trust in the EAP, the stigma attached to using the EAP, difficulty relating with the EAP practitioner, a negative perception of the EAP, and insufficient marketing of the EAP. These issues will be discussed in the following section.

5.3.5.1 Lack of trust in EAP

Participants revealed that one of the biggest issues regarding the EAP is that of trust that the information shared will remain confidential. This is illustrated by the following quotes:

"I think the process should be confidential but it's not. Stuff leaks out in the correctional centre. You can look at it anyway...it leaks out. Nothing against the person who is the EAP practitioner...it just has a way to leak." "I don't have a lot of trust in the EAP." "In the past we went straight to the psychologist...and then you were sorted out...and you know nobody knows your problem...nobody knew you were there...and you could open up better." (Participant 1)

"...if the need arises I am not too sure that I will speak to her I will rather go to a private person. Someone outside...someone that doesn't have relations with DCS. I will feel more comfortable even with that stranger...it's wrong I know...but that is how I feel." "I don't trust that the information that I will share with her will remain confidential at all." "...she can go to the people that you have problems with on behalf of you and DCS...but I don't have

trust...you can say that I have issues with trust...but my experience has taught me."
(Participant 3)

"I don't trust rank barriers at the correctional centre, and the EAP is a rank barrier. So I don't believe that what is shared between us remains between us and later on it can be used against you...like I said I don't trust our rank barriers, I am referring now to all officers with capps on their shoulders...that is why I will never waste my time to go and talk to the EAP of the correctional centre, I will rather go and look for help outside if I feel the need for help."
(Participant 8)

"Some people fear that whatever that they speak with the EAP it will end up being known by supervisors. I think that is the general fear of people that once I have an appointment with the EAP or my supervisor refers me to the EAP, so I wouldn't be comfortable with offloading to the EAP with the fear that whatever that I will discuss with you it might come back to me or it might be known...that is why some of the people don't make use of the EAP service...also people don't understand the confidentiality of the EAP service." (Participant 11)

"I just feel that I will rather go to a psychologist from outside. I don't have problems with the EAP but personally I won't make use of the EAP service." (Participant 12)

"There is no way that I would make use of the EAP service. In the first place...uhm... it's the correctional centre...in the end your problems are known by everyone in the correctional centre." (Participant 13)

"The guys don't have a lot of trust in the EAP because the previous lady that was here, she couldn't help you. Because than already the guys felt that you could rather go outside because how will an Area Manager listen to her. Because like we would say it's just another correctional officer at the centre." (Participant 18)

"I have heard many times members don't want to go to the EAP because stuff leaks out and than other people will hear about your problems. Members will rather use someone from outside." (Participant 19)

It appears that participants are hesitant to use the EAP service because of fears that their personal information shared will not remain confidential. This finding is in line with previous research conducted by Mazantsana (2013) to investigate the functioning of the EAP within the Eastern Cape Provincial Legislature. Mazantsana (2013) found that participants did not have confidence in the EAP. The main reason indicated by the participants was the fear of confidentiality not been maintained. This is also indicated as the reason why they have never used the service. According to Sieberhagen, Pienaar and Els (2011) the main problems of trust and confidentiality usually arise when people who provide the EAP service is also employed by the organisation. Yende (2005) noted that there is a great deal of mistrust between employees and employers. Therefore, a service that is provided by the employer will be viewed with suspicion and the attitude of employees towards the service will be cautious (Yende, 2005). According to Yende (2005) the neutrality of the EAP practitioner is important so that the EAP practitioner should not be seen as siding with management or employees. Interestingly, research conducted in South Africa by Rajin (2012) found that the majority of participating EAP practitioners felt that employees don't trust them since they form part of management (Rajin, 2012). These EAP practitioners indicated that employees are of the opinion that their consultations are not kept confidential and whatever is discussed during consultations is communicated to supervisors during management meetings. Therefore, they are hesitant to use the EAP service (Rajin, 2012). More Afrikaans speaking, male participants had a lack in trust in the EAP than female participants.

5.3.5.2 Stigma attached to EAP

Participants revealed that there is a stigma attached the using the EAP service as indicate by the following quotes:

There is a stigma. Look I am talking from my own experience...my ex-husband told me 'Why don't you go to the EAP because you are crazy'...So the EAP is almost like you can't help yourself...and you have a problem. Honestly speaking, in the past before there was an

EAP...you could go and see a psychologist from outside...and I think it worked much better."
(Participant 1)

"There is a stigma attached to seeing the EAP practitioner...uhm...previously her office was on top of mine but now her office is at the training centre which I think is a better idea...so if someone is embarrassed to go and see her about his or her problem than at least it's better because there is not a lot of eyes there." (Participant 2)

"People will label you for being at the EAP. They won't speak about it to you but the noises are there...the noises are there." (Participant 3)

"...you know correctional officers...They will make remarks such as 'the EAP, I won't go there.' 'I am not mad.'...You know mos us." "The others understand the EAP the wrong way...they are teasing one another. Like for instance in the correctional centre everything is a joke." (Participant 4)

"A lot of colleagues think mos maar 'I am mos not cracy, I don't have a problem' that is mos the 'first line of defence'...and now I'm identified, and obviously I'm put in the spotlight, and labelled so I can understand that it's a difficult thing for some people." (Participant 6)

"If you go there you are already attached a label 'That guy has messed up so now he is going there'...No, I don't believe in the EAP." (Participant 13)

"You know males...the mindset of correctional officials when it comes to the EAP...yes there is a stigma attached. You know it would be like 'You can't solve your problems' 'Jy's mal'. You will be teased, they will tease you. So there is that stigma that is attached to the EAP that you can't solve your problems, you need other people to come and solve your problems for you." (Participant 15)

"Aag here by us it's like 'did you hear this one or that one was at the EAP' " (Participant 16)

"If they are referred some of them they feel inferior as if they are weak to deal with their matters. So others they don't want to involve the EAP in their matters. So it's a major

problem because of the stigma. They see Mr X at the EAP's office. So others they will assume you have got a problem." (Participant 20)

From these quotes it is evident that the fear of stigmatisation prevents many participants from using the EAP service. This finding is consistent with research conducted by Lodewyk (2011). Lodewyk's (2011) research found that the majority of participants are of the opinion that the EAP service is not used effectively because correctional officers are afraid of stigmatisation if they make use of it. According to Brower (2013) like police officers, correctional officers have sub cultural taboos regarding the acknowledgement of a need for medical or psychological assistance. As such, admissions are perceived as a sign of weakness (Brower, 2013). Similarly, research conducted in South African Public Service Departments found that fears of being marginalised, isolated, and discriminated against or being compromised in any way prevent numerous people from seeking help for their problems. This is especially in the case of their HIV status, or problems with substance dependency or struggling to cope at work (Public Service Commission Report, 2006). More male participants were of the opinion that there is a stigma attached to the EAP than female participants.

5.3.5.3 Difficulty relating with the EAP Practitioner

Participants revealed that they find it difficult to relate to the EAP practitioner as indicated by the following quotes:

"I think the EAP practitioner must be an older person. I can't go to a 25 year old girl. And after what I have been through...what can she say to me...I know they are educated people...everyone says so...it's understandable. But my point is...she wouldn't know how I feel. And it must be someone who knows how the correctional services environment operates. Because many times they appoint for example someone who worked at Transnet. So she doesn't have any clue about the stress of a correctional officer." "Now you take a man who has 30 years of service...he is 51 or 52 years old...What must he talk with the child? His child at home is 25 years old. How do you measure it up?" (Participant 1)

"The EAP tried to help me at that time but it was a young lady who didn't have a clue about the extent of my problem...and the advice that she offered me it's stuff that I tried and it's over

with...uhm...so it didn't help...when I eventually got to her it was stuff that I already went through...uhm...so I just realised the 'auntiejie' doesn't have a clue about what I am talking about so it doesn't help to waste my time with her...uhm...even the psychologist from outside that helped me...uhm... didn't understand. They don't understand our setup!" (Participant 2)

"The EAP practitioner sits here...she has got an office here at the training centre...we are working in that environment. She doesn't know what we are dealing with on a daily basis. When you come here with a problem you will speak to her...she has empathy for what you are going through but she doesn't see the real thing. If she or he can come in here and work maybe one or two days inside the court yard and see what the members go through than make up your mind than. Than when the problems come to you know exactly what the member is talking about because you were there in that same environment where the member works." (Participant 3)

"She herself doesn't know what is going on inside the correctional centre. What does she know about what is happening inside the correctional centre...a lack of knowledge. Does she have knowledge about the correctional centre? Does she know how the correctional centre looks from the inside? Does she know what happens when inmates hit each other with bowls of porridge, if members are held hostage and being raped? Does she know what it is? I don't think she has an idea!" (Participant 13)

From these quotes it is clear that the participants are of the opinion that the EAP practitioner is not acquainted with the correctional services work environment. As a result, participants felt that the EAP practitioner won't be able to assist them with their problems due to a lack of understanding. This finding is consistent with previous research (Rajin, 2012). Managers employed by the South African Police Department (SAPS) reported that a weakness of the EAP is that some of the EAP practitioners are not well acquainted with the culture of SAPS. However, these managers indicated that one of the strengths of the EAP is that the EAP practitioners are trained professionals with the relevant qualifications (Rajin, 2012). More Afrikaans speaking, male participants experienced difficulty relating to the EAP practitioner than Afrikaans speaking, female participants.

5.3.5.4 Negative perception of EAP

Participants revealed a number of perceptions that they have with regard to the EAP service. These responses ranged from being not a good worker, being weak, a procedural process followed by management before dismissal of an employee, seeking help from the EAP as last resort to get him or her out of trouble. This is indicated in the quotes below:

"A lot of members misuse the EAP let me tell you that. For example he needs a transfer....now he goes to the EAP." (Participant 1)

"The perception that correctional officers have of EAP is you are not a good worker...maybe you are stressed you go there. They understand in the wrong way what the meaning of EAP is." (Participant 4)

I believe the HR officer has a protocol that they have to refer people to the EAP and I think it's only part of formality because they are busy moving to dismissal or suspension...but this is only my personal view." (Participant 6)

"The other thing that I picked up is that when you are send to the EAP, immediately in the correctional centre you know that you are on your way out of the system...they just want to formalise things in terms of saying we did send him or her to the EAP, he was at a rehabilitation centre, now we must get the documentation to formalise his dismissal...for some other officials when you are referred to the EAP they sommer tell you must know they are on to something. They just want to make sure that all the interventions were undertaken and it's time to get you out of the system or the Department of Correctional Services...so you need to be very careful if you are send there...that is how the people working in Correctional centre interpret it...it's not like go there, you will get help, you will feel comfortable or nice when you talk to that lady." (Participant 7)

"At this place they just want to kill you and chase you away and that kind of stuff and that's why the EAP is often an escape board for a lot of guys..." "Look the EAP is like the last resort before they chase me away so than I want to dry out as fast as possible, I were already at Stikland so the last resort is now the EAP...and a lot of of guys have told me 'the EAP is a

dangerous line, management can do you nothing'...but I don't have that confidence in the EAP of 'it's a dangerous line and they can do you nothing'." (Participant 8)

"For a man it's more difficult to use the services of the EAP than it is for women. I don't want somebody else to solve my problems, why can't I do it myself." "But it has to be something very serious for him to go and see the EAP. I think the only way that a man will go and see the EAP is when he is pressured by management or if he is in deep trouble. A man will try to sort out things on his own but that is where we men think we are wise but that's a mistake." (Participant 16)

"In the past officers went to that person because I am now tired of the maximum and I want to be moved to the medium by the EAP." "At this place only when you are not far from been chased away than they want to put you before an EAP. If they now see the officer are going to be dismissed than they push the officer before the EAP. Because the employer and heads are now trying to protect themselves. Now they push the officer quickly before the EAP just to show that they did something." (Participant 18)

"A lot of times it's only when you are in trouble than you hear here is an EAP or they tell you to go and see the EAP. Management recommends you than to go." (Participant 19)

"The officers have got that attitude of the EAP if you have been sent to the EAP you are weak. If you have been sent to the EAP it's because the Department wants to take you out. They have those perceptions of the EAP failing to understand when you are referred to the EAP that is when you must go and explain. The EAP is a professional person, who knows how to deal with problems." (Participant 20)

From these quotes it is evident that these participants have a negative perception of the Employee Assistance Programme which will prevent them from using the service voluntarily. This is in line with previous research by Lodewyk (2011). Lodewyk (2011) found that although the majority of participants indicated that they are aware of the EAP in the Department of Correctional Service, fewer participants make use of the service. According to Lodewyk (2011) these employees might have a negative perception that was not corrected by the marketing programme. Therefore, these participants are responding to an incorrect

perception of the EAP (Lodewyk, 2011). Yende (2005) stressed the importance that managers need to understand that the EAP service is voluntary and must not be used as a punitive tool. Rather, the EAP can be used as an opportunity to obtain assistance before dismissal. Therefore, it is important that the manager is trained to view the referral as a service that helps rather than one that will embarrass or humiliate the employee (Yende, 2005). More Afrikaans speaking, males had a negative perception of the EAP than female participants.

5.3.5.5 Insufficient marketing of the EAP service

Participants revealed that the EAP service is not well marketed which may impact the use of the service amongst correctional officers. This is indicated in the following quotes:

"I think they must market the EAP more... especially amongst women...some of us don't open up easily...so we are walking around with this heavy feeling inside of us." (Participant 5)

"It is not well marketed....they don't know what is the purpose of the EAP...some officials even asked what is she doing....so it's not well marketed....and the fact that people are going there for referrals...I've never heard of members that just volunteered to go and see the EAP! I think the EAP has got a huge responsibility of establishing a very good relationship with the employees so that they can feel free to go there. I think also in understanding her job description might be the information that is still missing that people don't know." (Participant 7)

"...I don't think that everyone is really utilising the service...uhm...I think it really depends on the type of person that is an EAP, who does the work of EAP." "There have been EAP's that I have seen who absolutely excel and who can make contact with any type of person and who people really make use of a lot...and then there will come someone...uhm...that nobody will make use of...so I think it really depends on the type of person." "You must actually be very operational when you are in that position. If you don't go in at ground level at the centres you won't get clients. You can't sit in your office and think they will just come to you, you must go and look for them." (Participant 9)

"The role of the EAP is not so powerful because look at members, they are stressing. The EAP at this correctional centre has a long way to go before it can play a big role." "...it's still a challenge because the members don't know about the EAP service." (Participant 10)

"I think it's not clearly advertised or people are not given enough information about what the EAP does...for instance I have been here for almost 2 years and I have never actually seen even if it's on Parade okay this is the EAP...they take to granted that member know what the EAP is for...they don't inform members on a regular basis that the EAP is available for members and what service the EAP offers...it's not marketed." "I feel if they can be properly marketed and members are given the information as to what is it that the EAP do, I think members may actually make use of the EAP." (Participant 11)

"There are a lot of changes, every time there is a different EAP practitioner, I don't think it is marketed properly...there is members who doesn't even know about the EAP." (Participant 12)

"The EAP is not well marketed because for instance the first time I heard of the EAP was after I have been here for a few years and then I was asking what is EAP...and then they said it's

someone who is there to assist you when can't cope, when you've got problems. You know after a long time and then I said 'okay' but I was never told that there is such a service. So it's not well marketed." (Participant 15)

"I haven't even seen the current EAP practitioner yet or I haven't been introduced to the EAP practitioner in a briefing session." "...I don't even know if one can just go to her and knock on her door. We don't know that or just the head of the centre refer you to her." (Participant 18)

"A lot of times the members doesn't even know about the EAP. A lot of times it's when you are in trouble than you hear here is an EAP." (Participant 19)

"There is a need for sessions to introduce the EAP to explain the purpose of the EAP. Some of the head of centres introduced the EAP and told members they can go to the EAP if they have a challenge without going deep down about why the Department of Correctional Service implemented the EAP Service because before there was no EAP or no psychologist. All these services are new but they need the people who can introduce them and explain what the importance is and why people must use these services. It's not marketed appropriately."
(Participant 20)

From these quotes it is evident that the EAP is not visible and marketed sufficiently in the organisation. Research conducted in South African Public Service Departments found the EAP's that had the most impact were actively involved in awareness and education programmes regarding better and healthier lifestyles (Public Service Commission Report, 2006). Furthermore, these EAP's had made literature available to employees requiring information about being more effective at work, or how to overcome substance abuse dependency or other personal problems (Public Service Commission Report, 2006). According to Yende (2005) an EAP that is highly visible and presented in a positive light should encourage members of the organisation to fully utilise the programme services. Appropriate marketing and promotion of the programme will encourage utilisation of the services which ultimately impacts on the healthy functioning of the organisation. The EAP can be marketed by distributing memos, emails, posters, slide presentations, and brochures on regular intervals (Yende, 2005). Lodewyk (2011) suggests that the EAP policy should be made clear to employees and should form part of the induction programme for new employees. In addition, referral procedures should also be made clear to employees. Furthermore, Lodewyk (2011) suggest that the marketing programme should be reviewed and evaluated to make certain that it achieve its goals. More female participants were of the opinion that the marketing of the EAP service is insufficient than male officers.

5.3.6 Theme 6: A recognition of the positive value of the EAP service

Themes six and seven deals with the fourth objective of the study, which is to understand the meaning correctional officers' attribute to their experiences. The conservation of resources theory will be used as a theoretical framework against which the meanings correctional officers attribute to their experiences will be discussed. In an effort to deal with life's demands and challenges, people attempt to both preserve and accumulate resources (Dewe et

al., 2010). Dewe et al. (2012) defines a resource as anything that is important to the individual, contributes positively to their well-being and enables them to adjust. According to the conservation of resources theory people's appraisal of events is dependent on both environmental characteristics and the individual's cognitions. The conservation of resources theory delves into environmental characteristics that contribute to conservation of resources. Favourable conditions in the environment will lead to resource gains which in turn will increase the individual's positive affect. According to Dewe et al. (2012) resource gains are also important for individuals to develop and increase their overall level of psycho-social well-being. Correctional officers in the study appraised the EAP service as a resource in the Department of Correctional Services which offer them support and therefore aid in their psychological well-being. Furthermore, for some correctional officers the benefits provided by the Department of Correctional Services as well as the positive feedback received from inmates lead to positive affect such as a sense of job satisfaction and a perception of their job as rewarding.

Participants recognised the positive value of the EAP for correctional officers who experience problems. This is illustrated by the following quotes:

"I see the EAP as a psychologist here at work. You just go there and you talk...you know most the rules...everything is confidential...it's only between me and the EAP practitioner."
(Participant 4)

"I never had marriage problems but if I do encounter problems in my marriage in the future...I wouldn't go and discuss it with my head or my supervisor...I would rather prefer to go to the EAP where it is confidential and where I can open my heart with her...so I think it is something very, very good." "I would rather go to the EAP than talk to other people because it doesn't stay there. It's a very good thing that the EAP practitioner is here." (Participant 5)

"EAP is a good thing, but the EAP practitioner is useless when she just sits in her office."
(Participant 13)

"I have at a previous occasion gone to see the previous EAP practitioner with a few personal and household problems that I experienced and I received very good advice from her regarding what I should do. So I think it's a good idea to have an EAP especially in an institution such as correctional services." (Participant 14)

"I think it is good because at least when you are with the EAP you are able to offload you know. You are able to take your stress out, you are able to talk and be free and be comfortable as much as you can instead of like with management with whom it's not easy to talk to. So to us the EAP is like a stranger, it's someone I can just talk to, offload and after talking to him or her I will be okay and I know that whatever that we talked is going to stay between the two of us." (Participant 15)

"I think the EAP is something good in the Department of Correctional Services." (Participant 16)

"I have never been to the EAP myself. I have never had a session with her. But from the people that I heard from say it's a good thing that there is someone like that where you can go and unload your problems or stuff. Most of the people that I heard from say it's a good idea, it's something good to have a person like that." (Participant 17)

"The EAP is a good thing in DCS to deal with those issues." "The EAP is a professional person, who knows how to deal with problems. The EAP will give you advice if you are facing a challenge, can you try this, and can you do this. But you will find those individuals they don't want to go when they are referred. The EAP is a neutral person where you can go and explain." (Participant 20)

These quotes demonstrate that participants believe in the supportive value of the EAP. This finding is consistent with research conducted by Lodewyk (2011). According to Lodewyk (2011) participants revealed a strong belief in the supportive values of the EAP, stemming from the experience of people who used the programme. Lodewyk (2001) found that the 54% of participants indicated that they view the EAP in the Department of Correctional Services as very positive. These participants are of the opinion that the programme assists and helps employees and their families if they experience problems. Participants are of the opinion that people will be more positive and the EAP gives an employee the opportunity to raise his or her problems with someone that is neutral. Some participants feel that there are no support structures to employees, and this is the only form of support that they have. The majority of participants are of the opinion that employee morale can only be good if employees have support, and they feel that the EAP assists in this. Furthermore, participants

also feel that the programme is needed (Lodewyk, 2011). An equal number of male and female participants recognised the positive value of the EAP service. However, the Afrikaans speaking participants were more than the Xhosa speaking participants.

5.3.7 Theme 7: Personal meaning derived from work

The fourth objective of the study was to understand the meaning correctional officers attribute to their experiences. Participants revealed a sense of job satisfaction experienced and that they perceived their job as rewarding. This will be discussed in the next section.

5.3.7.1 Sense of job satisfaction experienced

Participants described the satisfaction that they experienced from their job and the benefits provided by the Department of Correctional Services ranging from providing a good salary with good benefits, providing opportunities to study further, providing the opportunity to gain experience, providing the opportunity to work with people of different cultures, providing the opportunity to learn interpersonal skills. This is illustrated in the following quotes:

"I enjoy everything about my job. Even the conflict...I really like conflict. I like it to handle conflict." (Participant 1)

"This is a work that still gives you a salary that is above lots of salaries outside." "...we have benefits...how poor it may be...it's still benefits that lots of people don't have outside" "...it is a benefit that we have but with that we put our lives in danger...and there is no benefit in that." "I want to say that DCS has a living wage...so that is for me a positive about my work...and still I believe that we can make changes for the offenders...because that is what we are here for." (Participant 3)

"I don't like to stay away from work because I love my work...uhm...a lot of people are negative sometimes...I am also negative sometimes but then I will say to myself here I am okay again. Because I take it like that at any work there is...uhm... challenges irrespective of where you work and it doesn't help if you travel from one job to the other...because any job

has got challenges...it has it difficult times and also when it's orrait again...but as long as you do your job you will be 100% happy in your job." (Participant 5)

"For me it's not about the position, it's not about the salary...I always say and people doesn't want to hear it...I will do the job that I do for free...uhm...because I enjoy it, I want to be at work in the morning. Sometimes I can't wait to come to work, which sounds strange to many of my colleagues." (Participant 6)

"I enjoy my work so much...the challenges is nice for me with regard to working with different types of people it's actually a challenge for me...its stuff that just grow at your workplace and it's difficult people that you work with but yes...I absolutely regard it as a growth opportunity." (Participant 9)

"I am happy at Correctional services and what I like most of the Department is it's easy to grow. You don't spend 20 years at the same level, it's easy to grow if you also equip yourself." (Participant 10)

"I have acquired a lot of knowledge throughout the time that I have been here...even experience wise I have gained quite a lot." "There are a lot of opportunities that is the positive aspect...I have seen people are growing." "I realised that I have grown...and I am still going far...it may not be in correctional services." (Participant 11)

"I enjoy working with people and...uhm...at correctional services you get a diversity of people and personalities." (Participant 12)

"Correctional Services has taught me a lot, to interact with different kinds of people and previously I was a very introverted person. I didn't talk a lot, was very shy but you develop yourself so much in Correctional Services that I was later able to talk to a lot of people and communicate with different types of people. So definitely, I am where I want to be." (Participant 14)

"DCS is one of the best departments...you get bursaries, you get study loans, you can study as much as you want to...but when we come here we just relax. It's just that we do not make use of the opportunities, we tend to relax." "It is up to me to empower myself by studying so that I

don't get stucked in one place. Remember, a promotion nowadays comes with a National Diploma. So it's up to me to study, it's up to me to equip myself in whatever it is that I need to equip myself with. The ball now is in our hands. Like Correctional Services has given you a job, it's up to you as to what you are doing with it." (Participant 15)

These quotes demonstrate that these participants experience high levels of job satisfaction and as a result are more committed to the organisation. This finding is in line with previous research (Lambert & Paoline 111, 2008). Lambert and Paoline 111 (2008) found that job satisfaction had a positive impact on organisational commitment amongst correctional officers. According to Lambert and Paoline 111 (2008) employees who are satisfied with their jobs are much more likely to become committed to the organisation. Employees with job satisfaction generally see the organisation in a more positive manner and are more appreciative towards the organisation for providing them with a job that meets their needs and wants. Therefore, correctional organisations should not only be concerned with increasing job satisfaction because of its links to greater support for rehabilitation, compliance to rules, and decreased burnout, absenteeism, turnover intent and turnover, but because increases in job satisfaction should lead to increases in organisational commitment, which also has positive outcomes for the organisation and employees (Lambert & Paoline 111, 2008). There were differences with regard to gender and home language in experiencing job satisfaction. More Afrikaans and Xhosa speaking female participants experienced a sense of job satisfaction than male participants.

5.3.7.2 Job perceived as rewarding

Participants described their work as a calling, others find it very rewarding, while others described their work as a passion. This is illustrated in the following quotes:

"I come here knowing that I can change somebody even if it's only a small conversation with an offender even with a member...sometimes you don't know how the Lord works...He works in mysterious ways. Sometimes your work is not even with the offender for the day...it's a member that you have to uplift. He is being sent by God to you for an answer." (Participant 3)

*"The work that I do today is my passion and my calling that I realised too late regrettably."
"...I hated it to work in the sections between inmates...the moment that I got an opportunity to go out, I went out." "...until I've realised one day...I enjoy it...there are people in the sections...young men...who's glad to see me in the morning and who I can help...and that's when my mindset changed...and then I decided I can mean something for someone and that felt rewarding for me...and yes...that's why I do it today with more passion than back then."
"My job is very rewarding when someone slip a letter in my hand or they call me in a year's time or 3/4 years and say 'Sir, it's Joey Burgmeester from Velddrif and I just want to tell you that the kicks that you gave me under my behind helped me. That kicks under my behind was a wakeup call' That makes everything for me, if there is one or two that I was able to help, to assist, to support. That's my reward that I get." (Participant 6)*

"What I have learned is to do as little as I can and I feel very proud if the offender come back to me and say 'Mam you have helped me a lot, thank you. My family did come after you made that call' at least now they are supporting them so you feel good also although it is not something tangible that you can touch but that kind of feedback is motivating me as a person...maybe head of centre is not even aware." (Participant 7)

"I personally helped to make a transformation in the lives of quit a few young guys and...uhm... people that didn't come back, people who called from the outside and told me 'Sir, I just want to thank you for what you did in my child's life'...and...It's one out of a thousand! And it has always been my passion to work with people." "It's very challenging, it's very nice and like I said I have won if I have convinced one child not to come back here." (Participant 8)

"My personal view is that it's not a job, it's a calling because I was called to this job. In the 21 years that I am working at Correctional Services not once has an inmate lifted his hand for me." "If you are working at Correctional Services you are sort of a sculpturer...you work with people's lives. You can form them, you can work with them and you can form them like you want them to be in order for them to be rehabilitated at the end of the day...I actually wanted to be a sculpturer and I think it's a good sculpture art that I am busy with on a daily basis." (Participant 13)

"The most major positive aspect when I was working in the sections was to help the inmates. I am crazy about it. I like it to help someone." (Participant 17)

Despite being confronted with various challenges in their work environment it is evident that these participants find their work very meaningful. Participants expressed the sense of reward that they experience when they are able to assist an inmate and also when they are acknowledged by an inmate for this. It appears that these gestures from inmates make them feel appreciated and motivate them to persevere despite the challenges. Furthermore, this demonstrates that participants demonstrate a sense of coherence. A sense of coherence, which is a central concept in Antonovsky's salutogenic model of health, refers to an individual's ability to find the world around him or her and the things that happen as meaningful, manageable, and comprehensible (Reeves, 2014). Meaningfulness is an important concept in sense of coherence which refers to an individual's perception of challenges as worthy of investment and engagement. According to Reeves (2014) high levels of sense of coherence is a psychological strength that would positively impact correctional officers in several ways. Another psychological strength is resilience which is considered to be of great importance in a stressful work environment such as corrections where an individual's own resilience can assist in reducing the harmful effects of an environment which are not likely to improve (Reeves, 2014). However, the sense of reward that participants expressed when they are able to assist an inmate is in contrast with research (Bezerra et al., 2016). According to Bezerra et al. (2016) the view correctional officer's holds towards inmates might lead to stress. Bezerra et al. (2016) found that correctional officers who view their work as more orientated towards the treatment of inmates have more elevated stress levels. In addition, research also found that correctional officers who have the most negative perception of the personal characteristics of the inmate (as hostile, anti-social, cold) present more elevated stress levels (Bezerra et al., 2016). More Afrikaans speaking, male participants with a matric qualification found their job rewarding than female participants with a matric qualification.

5.4 Summary

In this chapter the findings of the study were presented. This included a discussion of the main themes and subthemes with reference to previous research and/or theory. The next chapter will focus on a summary of the main findings of the study.

CHAPTER 6

CONCLUSION

6.1 Introduction

The chapter provides a summary of the findings of the research. This is followed by recommendations for future research as well as comments on the limitations of the research.

6.2 Aim of the Research

Limited research has been conducted in South Africa about correctional officers lived experiences of their own work and the Employee Assistance Programme and meaning thereof. The study aimed to fill the gap by investigating correctional officers work related experiences and the meaning that they attach to it. The objectives of the study were to (a) to explore and describe the experiences of correctional officers in the work environment; (b) to understand the impact of the work and environment on correctional officers' well-being; (c) to explore and describe the EAP experiences of correctional officers; (d) to understand the meaning correctional officers' attribute to their experiences.

6.3 Summary of the Research Findings

Seven themes were identified from the analysed data namely: (a) Confronting various challenges on a daily basis; (b) Various dimensions of correctional officers life affected; (c) neglect of correctional officers' well-being; (d) Protective factors; (e) Barriers preventing corrections officers from utilising the EAP; (f) A recognition of the positive value of the EAP; (g) Personal meaning derived from work. Furthermore, these main themes consist of several subthemes.

The first objective of the study 6.3.1 was the exploration and description of the experiences of correctional officers in the work environment. Participants revealed that they are confronted with various challenges on a daily basis. This includes a lack of input in the decision making of the organisation. Having no power over the decision-making processes of the organisation appears to make them feel helpless and powerless. In line with the existing research by Lambert and Poaline 111 (2008) and Slate et al. (2003) it had been found that the lack of input in decision making increased work stress in correctional officers. Research

conducted by Chipanga (2016) in South Africa found that the lack of input in decision making negatively affected the morale and work performance of correctional officers. Participants in the study perceived a lack of support from management. Not only does it appear as if inmates have more rights than they do, but also as if management affords them better treatment. Lambert et al. (2012) and Keinan and Malach-Pines (2007) found that a lack of supervisor or managerial support can create an unpleasant and harsh work environment for correctional officers which may lead to burnout. Similarly, Chipanga (2016) found that lack of support from supervisors and management may negatively affect the perceptions and level of commitment that South African correctional officers could have towards the organisation.

Furthermore, a lack of trust in management withholds participants from sharing their problems with their superiors. Similarly, Lambert et al. (2012) found that a lack of trust might create the perception that supervisors and management are not acting in their best interest which may cause strain in correctional officers and negatively affect their work performance. In addition, participants revealed that staff shortages place additional strain on them. Summerlin et al. (2010) and Martin et al. (2012) found that staff shortages were indicated by correctional officers as the most significant challenge leading to high stress levels and impaired job performance. Tapscott (2009) and Fourie (2015) found that a shortage of staff in South African correctional centers have a compounding effect on all aspects of correctional life and especially for the facilitation of the rehabilitation process.

Another challenge shared by participants is the lack of resources experienced as a result of financial restrictions imposed by the Department of Correctional Services. This appears to be a source of stress and frustration as participants are limited in their ability to perform their duties. Summerlin et al. (2010) found that correctional officers reported high levels of stress as a result of lack of resources available to perform job tasks. Chipanga (2016) found that a lack of resources was indicated by South African correctional officers as one of the major challenges in performing their duties. Inadequate training opportunities are regarded by participants as a stumbling block in their work related development. Botha and Pienaar (2006) found that inadequate training was indicated as a source of stress by South African correctional officers. Furthermore, it appears as if participants are left without any prospects for career advancement as a result of a lack of a promotion system. Research found that correctional officers who did not perceive opportunities for promotion experienced less job

satisfaction as well as less organisational commitment (Lambert & Paoline 111, 2008). Lambert and Paoline 111 (2008) suggest that organisations provide opportunities such as special training and skills development to make staff better candidates for promotion opportunities if they arise.

The second objective of the study 6.3.2 was to understand the impact of the work and the work environment on correctional officers' well-being. Some participants revealed that their work and work environment had a negative impact on their physical health. Participants experienced physical symptoms ranging from skin problems, heart attacks, headaches and chronic tiredness. Research found that the work-related stress experienced by correctional officers can lead to serious medical problems, including heart disease, diabetes, high cholesterol, gastrointestinal problems and hypertension as well as physical problems such as headaches, chronic tiredness and skin problems (Bierie, 2012; Morgan, 2009; Spinarus et al., 2013; Swenson et al., 2008).

Some participants reported that their work and work environment impacted negatively on their psychological well-being. The psychological impact experienced by the participants includes anxiety and a high level of alertness in situations where it is not required. Similarly, Tiesman et al. (2010) found that rates of anxiety are higher among correctional officers than other occupations and Brower (2013) found that correctional officers are required to display a high level of vigilance. According to Brower (2013) this constant state of alertness can be taxing both physically and psychologically. In addition, the family lives of some participants are also affected by their work and work environment. The impact on the family life includes withdrawing from their spouses, not sharing household responsibilities, neglecting their wives and children, difficulty to switch roles between home and work, displacing anger and frustration on family members, as well as drinking and smoking excessively. These findings confirm the findings of previous research (Bierie, 2012; Brower, 2013; Weir et al., 2012). Brower (2013) found that correctional officers may become withdrawn because they prefer to leave work at the office, experience difficulty to switch off the work role when at home and can displace frustration on their family members. Weir et al. (2012) and Bierie (2012) found that compared to all other occupations, correctional officers smoke and drink more.

Participants revealed that important aspects regarding their well-being are neglected. This includes a lack of interest from management in their problems, a lack of recognition and motivation from management as well as a lack of teambuilding opportunities. This finding is

consistent with previous research that found that lack of interest from superiors regarding correctional officer's problems was reported by officers as causing stress (Keinan & Malach-Pines, 2007). Research conducted by Botha and Pienaar (2006) found that a lack of recognition for good work and lack of motivation were reported by South African correctional officers as one of the most severe stressors. According to Tapscott (2009) the motivation of staff and the maintenance of morale are of central importance in any organisation, and are not limited to organisations where staff operates under conditions of physical and psychological stress. Tapscott (2009) found that managers in South African correctional facilities who reported success in motivating staff revealed that this was achieved through constant personal interaction with officials. Research confirmed that regular participation in sport and recreational exercise may be potentially important in improving health and subjective well-being (Hecht & Boies, 2009; Taylor et al., 2015; Wheatley & Bickerton, 2017). Downward and Rasciute (2011) found that happiness is enhanced by participation in sports that requires social interaction such as team sports.

Participants utilised a variety of coping mechanisms which seems to act as a buffer against the harmful effects of their work and work environment. This includes conflict resolution and interpersonal skills, religion, sport, positive thinking, resilience as well as family and co-worker support. According to Kossuth and Cilliers (2002) the salutogenic functioning individual will demonstrate the necessary psychological strength to cope with conflict between people. Furthermore, Muchinsky (2000) argues that in an era of intense job stress, caused increasingly by factors over which individuals have little or no control, the capacity to effectively cope with our emotions is highly related to interpersonal relations. Previous research found that positive religious coping was related to positive psychological adjustment to stress (Pargament & Raiya, 2007). According to Pargament and Raiya (2007) there is a link between religion and coping when dealing with major life stressors. Murray et al. (2016) found that participating in sport such as playing golf is associated with improved physical health and mental well-being, and a potential contribution to increased life expectancy. Research also found that social support benefit individuals directly and act as a buffer against stressful life events (Green & Pomeroy, 2007). Similarly, Owen (2006) suggests that spending time with family is an activity that built social support.

The third objective of the study 6.3.3 was the exploration and description of the EAP experiences of correctional officers. Participants revealed that there are a variety of barriers

preventing them from utilising the EAP service offered at work. These barriers include lack of trust in EAP, the stigma attached to using the EAP, difficulty relating with the EAP practitioner, a negative perception of the EAP, and insufficient marketing of the EAP. These findings are confirmed by previous research (Brower, 2013; Lodewyk, 2011; Mazantsana, 2013; Public Service Commission Report, 2006; Rajin, 2012). Research conducted by Mazantsana (2013) in South Africa found that participants did not have confidence in the EAP because of the fear of confidentiality not being maintained. Research conducted in South Africa confirmed that fear of stigmatisation prevents numerous people from seeking help for their problems (Lodewyk, 2011; Public Service Commission Report, 2006). According to Brower (2013) correctional officers have sub cultural taboos regarding the acknowledgement of a need for medical or psychological assistance which are perceived as a sign of weakness. Rajin (2012) found that a weakness of the EAP as indicated by South African Police Department managers is that some of the EAP practitioners are not well acquainted with the culture of SAPS. Lodewyk (2011) found that due to a negative perception, fewer South African correctional officers utilise the EAP in the Department of Correctional Services despite being aware of the service. Despite the barriers that prevent participants from using the EAP, participants recognised the overall positive value of the EAP service in the Department of Correctional Service. Research conducted by Lodewyk (2011) in South Africa confirmed that in the absence of support structures at work, participants regarded the EAP as the support structure that is needed in the work place.

The fourth objective of the study 6.3.4 was to understand the meaning correctional officers' attributed to their experiences. Despite being confronted with various challenges on a daily basis, participants seem to find meaning in their work. Participants expressed the satisfaction that they experienced from their job. This satisfaction stems from experiencing overall growth as well as the benefits provided by the Department of Correctional Services including a job with a good salary and benefits, opportunities to study further, the opportunity to work with people of different cultures, providing the opportunity to gain experience, as well as the opportunity to learn interpersonal skills. As a result of the high levels of job satisfaction experienced by the participants, they appear to be more committed to the organisation. Similarly, Lambert and Paoline 111 (2008) found that job satisfaction had a positive impact on organisational commitment amongst correctional officers. According to Lambert and Paoline 111 (2008) employees who are satisfied with their jobs are much more likely to become committed to the organisation. Furthermore, participants expressed the sense of

reward that they experience when they are able to assist an inmate in changing and also when they are acknowledged by an inmate for helping them change. It appears that these gestures from inmates make them feel appreciated and motivate them to persevere despite the challenges. However, the sense of reward that participants expressed when they are able to assist an inmate is in contrast with the findings of previous research (Bezerra et al., 2016). Bezerra et al. (2016) found that correctional officers who view their work as more orientated towards the treatment of inmates have more elevated stress levels.

6.4 Recommendations

- The first objective of the study was to explore and describe the experiences of correctional officers in the work environment. The study found that correctional officers are confronted by various challenges on a daily basis such as a lack of input in decision making, lack of trust in management, lack of support from management, a lack of interest in their problems, as well as a lack of recognition and motivation from management. Management should become more involved and show more interest in ground floor correctional officers to address these issues.
- The second objective of the study was to understand the impact of the work and the work environment on correctional officers' well-being. Participants indicated that certain aspects of their well being are neglected which includes a lack of team building activities, such as sport days and recreational activities. In light of the proven positive effects of sport and recreational activities, the Department of Correctional Services should provide additional teambuilding opportunities and reintroduce Wellness Days to provide the much needed opportunities for social interaction and stress release for correctional officers. However, the current researcher is aware that this would be difficult to achieve as staff shortages are a big problem in correctional centres in South Africa.
- The third objective of the study was to explore and describe the EAP experiences of correctional officers. One of the findings of the research is that there are various barriers that prevent correctional officers from utilising the EAP service which are offered at work. One of the barriers is insufficient marketing of the EAP. The current researcher recommends that the marketing strategy should be a reviewed to address

identified issues such as a fear of confidentiality not being maintained, the stigma attached to the EAP as well as the negative perception that officers have about the EAP service. Further research is recommended about the most effective marketing strategy for the EAP programme.

- The EAP policy should also be introduced at the induction programme for new employees and marketed to employees at a regular basis. In addition, management should present the EAP as a programme implemented by the Department of Correctional Services to help employees with personal or work related problems and not a tool to be used against workers by management.
- Furthermore, the current researcher recommends that further research is conducted about the effectiveness of the EAP in the Department of Correctional Services. This research should focus on the evaluation of the EAP programme and should include all the correctional centres nationally.

6.5 Limitations

There are limitations to the study. The results of the study should therefore be interpreted in light of the mentioned limitations.

One of the limitations of the study is that only two correctional centres were included in the study. Furthermore, the sample that was used was very small and limited to Worcester. As such, the findings of the study cannot be generalised to the whole population of South African correctional officers.

A second limitation of the study is that getting participants to participate in the study were not an easy task. Participants were not motivated to take part in the study even after informed consent and the nature of confidentiality was explained to them. The interviews were also conducted at the correctional centres at an office allocated for the purpose of the study. At one of the correctional centres, the allocated office space was between the offices of some of the management members. A facility guide was appointed at each correctional centre to facilitate the interviews and interview times and the interviews were conducted during work time. The above-mentioned factors could have influenced some participants to answer in a

socially desirable way as they may have been afraid for victimisation as a result of participation in the study.

6.6 Summary

This chapter provided a summary of the findings of the study of the investigation of the South African correctional officer's lived experiences of their work and the Employee Assistance Programme and the meaning thereof. Although there were limitations with regard to the study, it yielded valuable information that can contribute to future research.

Several findings were concurrent with other research such as the challenges correctional officers face on a daily basis, the impact of their work and their work environment on their well-being and the resources utilised to deal with the challenges experienced. Furthermore, valuable information regarding the EAP service was uncovered with special reference to the factors that are preventing correctional officers from utilising the service. However, new findings were uncovered which are specific to the South African context. It was found that correctional officers attached special meaning to their work. Some correctional officers derive great satisfaction from their job while others experience a sense of reward as a result of the role that they play in the rehabilitation of inmates. I hope that the findings of the research will assist the Department of Correctional Services to develop a deeper understanding of the challenges that correctional officers are facing on a daily basis.

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APPENDIX A

SAMPLE CHARACTERISTICS

The table represents the demographic characteristics of 20 correctional officers employed at two correctional centres in Worcester, Western Cape.

Number of Participants	20
Age	Age range: 26-56 Mean age: 43.4
Gender	Male (11) Female (9)
Home language	Afrikaans (14) Xhosa (6)
Marital status	Married (10) Divorced (2) Involved (3) Single (5)
Number of children	No children (2) One child (8) Two children (2) Three children (4) Four children (3) Five children (1)
Education level	Matric (13) Certificate/Short course (1) Undergraduate degree (1) Postgraduate degree (4) Diploma (1)

APPENDIX B

DEMOGRAPHIC QUESTIONNAIRE

CODE:.....

Demographic Questions (*Please answer/circle the category in each part that applies to you*)

1. Age:.....

2. Gender:.....

3. Home language:.....

4. Marital status (**please circle appropriate response**)

- 4.1 Single **1**
- 4.2 Involved **2**
- 4.3 Married **3**
- 4.4 Other (please specify) **4**.....

5. Number of children:.....

6. Highest level of education obtained (**please circle appropriate response**)

- 6.1 Standard 8/Grade 10 or below **1**
- 6.2 Matric **2**
- 6.3 Undergraduate degree **3**
- 6.4 Postgraduate degree **4**
- 6.5 Other **5**.....

The End-Thank you

APPENDIX C

Appendix A: Informed Consent Form

Letter of invitation to participate in the study of the South African Correctional Officer's lived experiences of their work and the Employee Assistance Programme and the meaning thereof.

Dear Participant:

You are invited to participate in a study focusing on the South African Correctional Officer's lived experiences of their work and the Employee Assistance Programme and the meaning thereof.

The study aims at investigating the South African Correctional Officer's lived experiences of their work and the Employee Assistance Programme and the meaning thereof. You were selected because you appear to belong to this target group.

Your participation in the study is voluntary which means that you can withdraw or stop the interview at any time without being penalized. You will not receive money for your participation in the study. If you volunteer to participate in the study, you will be asked a series of general and specific questions.

The interview will last approximately 60-90 minutes. The current researcher will ask you a few questions and request that you answer as open and honest as possible. Some questions may be of personal and sensitive nature and you may choose not to answer these questions. However, for the sake of the study, it would be best to answer all questions. There are also no right or wrong answers. You will also be required to answer a short questionnaire after the interview that will last about 10 minutes and will be asking you about your background (i.e. age, marital status, education etc.).

The interviews will be audio-recorded. No personal identifying information (such as your name) will be included in the interview and your name will not appear on the questionnaire. The audio-recording will be destroyed after it has been transcribed by the current researcher. The transcripts will be stored in a safe place or on a computer which is password protected. The results of the study will be released in the current researcher's completed thesis. No personally identifiable details will be released.

If the current researcher asks a question which makes you feel sad or upset, we can stop and talk about it. If you any questions about this study or its procedures, you may contact the current researcher at 076 468 5231. If you would like to know the results of this study, please complete the section "Request for summary of Results". The name of the current researcher is Rachel Willemse (Psychological Counsellor) and the researcher is conducting this study in partial fulfillment of the requirements of the doctoral degree (PhD) in Psychology at UNISA. The results may be published and presented in conference.

Your participation is greatly appreciated. Thank you.

Research Participation Form

The time it takes to complete the interview and questionnaire the voluntary nature of participation, confidentiality of my responses and purposes of the study have been explained to my understanding. I have also been informed that the interview will be audio-recorded and that my name will not be linked to the audio-recordings. The information was explained to me in the language that I am comfortable in.

I agree/do not agree to participate in this study.

Please sign your name below if you agree to participate in this study.

.....
Name of Respondent **Signature of Respondent** **Date**

Request for Summary of Results

Yes..... I would like to know the results of this study

No.....

If yes, please provide the following information

Code.....

Email/Postal address.....

APPENDIX D

DEPARTMENT OF CORRECTIONAL SERVICES PERMISSION LETTER



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

Private Bag X116, PRETORIA 0001 Paynters Building, C/O WF Nkomo and Sophie De Bruyn Street, PRETORIA
Tel: (012) 307 2770, Fax: 086 639 2883

Ms RP Willems
129 Le Seuer Street
Victoria Park
Worcester
6850

Dear Ms RP Willems

RE: APPLICATION TO CONDUCT RESEARCH IN THE DEPARTMENT OF CORRECTIONAL SERVICES ON: "AN INVESTIGATION INTO THE SOUTH AFRICAN CORRECTIONAL OFFICERS' LIVED EXPERIENCES OF THEIR WORK AND THE EMPLOYEE ASSISTANCE PROGRAMME AND MEANING THEREOF"

It is with pleasure to inform you that your request to conduct research in the Department of Correctional Services on the above topic has been approved.

Your attention is drawn to the following:

- The relevant Regional and Area Commissioners where the research will be conducted will be informed of your proposed research project.
- Your internal guide will be **Ms G Pienaar: Regional Head Development and Care, Western Cape Region.**
- You are requested to contact her at telephone number (021) 550 6006 before the commencement of your research.
- It is your responsibility to make arrangements for your interviewing times.
- Your identity documents/passports and this approval letter should be in your possession when visiting correctional centres.
- You are required to use the terminology used in the White Paper on Corrections in South Africa (February 2005) e.g. "Offenders" not "Prisoners" and "Correctional Centres" not "Prisons".
- You are not allowed to use photographic or video equipment during your visits, however the audio recorder is allowed.
- You are required to submit your final report to the Department for approval by the Commissioner of Correctional Services before publication (including presentation at workshops, conferences, seminars, etc) of the report.
- Should you have any enquiries regarding this process, please contact the Directorate Research for assistance at telephone number (012) 307 2770 / (012) 305 8554.

Thank you for your application and interest to conduct research in the Department of Correctional Services.

Yours faithfully

ND SIHLEZANA
DC: POLICY COORDINATION & RESEARCH

DATE: 22/06/2017

APPENDIX E

TRANSCRIPTS

INTERVIEW 1: FEMALE PARTICIPANT NR 1

27/07/2017. Pilot interview.

Interviewer: How long have you been a correctional officer?

Respondent: 21 years already

Interviewer: Why did you choose the specific career?

Respondent: Well...I studied...and my parents had to pay a lot of money for my studies and...uhm...boarding fees...and in my second year I just felt...uhm...to lift the burden a bit from my parents. Then I decided...you know at Correctional Services you can work and study...then I decided I will rather go and work but I will still complete my degree.

Interviewer: And did you do it like that?

Respondent: Yes, I obtained my Honeurs degree in Social Science.

Interviewer: What does your work entail at the correctional centre?

Respondent: I am a Security Manager. I am in that line of work.

Interviewer: What does your daily routine as correctional officer look like?

Respondent: Well it depends. Because I am a manager we have a lot of meeting. But my work on a daily basis is more admin structured.

Interviewer: Do you think your work in admin is less stressful in comparison to someone who works inside the correctional centre with inmates?

Respondent: Look I go to the correctional centre sometimes. But...I like to keep myself busy. So for me...I don't have a problem with admin. I keep myself busy every day. So every day I have something on my table. Because I am not someone that can...if I don't have work to do...I will look for work to do. My day is actually very busy. Especially when you are a manager. Sometimes you

don't get to your admin work because its meetings on top of meetings. You will sommer be the whole day away from the office for meetings. And when you return to your office another meeting will be scheduled for the next day. So you must try to catch up with your work to accommodate for that. It can become hectic.

Interviewer: What are the daily challenges that you face in your work?

Respondent: Daily challenges? [Ask again]

Interviewer: Yes, your daily challenges that make it difficult to perform your job.

Respondent: The staff. The staff themselve.

Interviewer: Can you elaborate on that?

Respondent: Uhm...from my experience...well there is a a lot of jealousy under the members...and I spoke about it again this morning...and the work could have been so easy if only people could work together and stop with....people try to sometimes...you are positive and people try to make you negative. Do you understand? So I don't think its Correctional Services...I think it's the people.

Interviewer: Do you think that the jealousy that you are referring to is only at the senior level that you are on? Or is it from people who are on a lower level than you are?

Respondent: Well it's definitely not from people who are on a lower level. I am talking now from my own experience. Managers...this is why the floor is looking like it is... because managers can't work together. You understand. That is why it is looking like that on the ground floor [**meaning on lower level**] because managers can't work with each other. I have noticed the times that I am not at work...people try to...they must have an issue with me...but people try to discredit you. They do things to make you look bad you understand. And with me...I am a very straight person and you know exactly where you stand with me. Yesterday something happened. This morning I called this person and I told him 'what you did...I don't know what your intentions were... because it look like I made bad arrangements...and it wasn't me because you made the arrangements'... So than the person admitted he was wrong. But back handed

stuff...and your personal life have nothing to do with your work. And a lot of times your personal life does have an effect on your work... because people look at your personal life and then they assume your work is also like your personal life. An to me my work is my work and my personal life is my personal life...if I walk out of here...I don't take anything home. Than I am finished with work...I am coming mos tomorrow again.

Interviewer: You say the problem is with people that are on the same senior level as you?

Respondent: Yes. I am referring to managers. I think the problem lies with managers. I think management...I am a manager myself...but I think the problem is there.

Interviewer: Is it about power?

Respondent: It is about power and people wants to get higher positions...you understand. And people try to be in favour at the area commissioner. Then they try to do stuff...this is how I feel. So I think if us managers can stand together and work together than the members on the ground floor...the correctional officer...will be happy. Because there is a lot of things that the managers do which make the correctional officer unhappy. I think it's not only here...it's everywhere...because I have worked at 5 different management areas...and it's the same problem with managers. Because I am a manager myself and I can I talk from experience. If your managers are right you will get a better corps.

Interviewer: In your opinion do managers support correctional officers?

Respondent: There is a little bit of support but sometimes there is nothing. Let me put it like this...every place has a click...and if you are not in that click than... and it just works like that. And that is why I say a lot of times it's your personal stuff if you talk from the bottom...the person for example is drinking over weekends and he likes to party...and on a Monday if something happens and then because he is a drinker...then they will coward him about that you understand. And I just feel they must dig more...Uhm...deeper...it not just about the member is drinking a lot. You as the manager...call the member in and ask what is going on. I mean why send the member straight to the EAP. You as the manager...what did you do? And a lot of people sometimes have personal stuff that they bring to work. And sometimes some people know how to deal with

stuff while others don't know how to deal with it. And I will say confidentiality...oh people. That's why from my side I will never go to the EAP...no matter who it is. You could have studied whatever...because I am also an educated person...but I won't go...because I am too afraid for that. Because I can't discuss my stuff with someone else.

Interviewer: But is the EAP not supposed to be confidential?

Respondent: Yes they are supposed to be...look some people keep it....but some people...what do they always say....'it's the correctional centre and stuff leaks out'...you understand. So this is my personal view...I will never go to a EAP.

Interviewer: Are you afraid that the information shared with the EAP will be used against you?

Respondent: Look management usually sends you if you have a problem. But the fact remains...uhm...how can I explain it to you...[Pause]...I think the process should be confidential but it isn't. Things leak out in the correctional centre. You can look at it at whatever way...things leak out. Nothing against the person who is the EAP...it just has a way to leak out. And the member...a lot of members misuse the EAP let me tell you that. He for example wants a transfer...so he goes to the EAP. So sometimes members misuse the EAP. So this is my view.

Interviewer: How do you handle the challenges that you mentioned?

Respondent: You know...I am a very straight forward person. People usually don't like me. But I approach you... and I won't be angry at you. I approach you and I tell you how I feel about something...and that's it. If you want to be angry it's your choice. But I just move on. And I do exactly the same with my co-workers...my 3 clerks...I do exactly the same with them. And with them I am very straight. If we experience conflict I will handle the conflict immediately. I don't wait. So I just handle conflict immediately and if you don't like what I am saying...it's fine...you have to make peace with it because I am your manager. And I am very lenient with them...family problems and stuff like that. I must say they trust me with their stuff. So I will know exactly when one

of them comes in...then I will know leave this one alone today...today this person is not in a good mood. So I try this with my people. And I am very straight with them. And that is how I cope. Just to be myself.

Interviewer: In your opinion do you get at work?

Respondent: Yoh! It's a difficult question? No, I can't tell you that. **[Pause]** Look the people that are working under me I can say I have support from them...they do their work if I ask them to do something. I know I can close my office door and the work will be done. But support upwards **[from management]** I don't know. I don't know if I have it. I will say I have support from the team that works under me. But upwards I don't think so. How can I put it... because the service is so dispersed...I am referring to where I am working...you are not sure. You are not sure who to trust. For example if I have a problem...then I can't...I will rather discuss it with one of my subordinates than discuss it with a manager. If I socialize I will rather socialize with the people on the bottom rather than go upwards. Because they have a habit of holding thing against you. So that's my view.

Interviewer: How do the challenges at work affect your family or personal life?

Respondent: You know **[Pause]** I try hard to separate the two. Sometimes it interferes a bit...but then I quickly try to dissolve it. But I try hard to separate the two from each other.

Interviewer: So if you experienced I difficult day at work you don't take it home with you?

Respondent: I usually talk. I am divorced so it's only me and my child. Than I would for example say you know what....than I would sommer talk with my son...'you know I am so sick and tired of the people at work'...this and that...he doesn't know the people anyway...so than I will talk to my son. Or I will say this and that about the Correctional Centre...yes than I will talk to him. Then I will move on again. Then I will prepare a meal and then I 'm okay again. I also have a girlfriend at work. The two of us will usually talk because we are in the same line of work. So I would talk to her a lot or she will come and talk to me. The two of us are very close. So we will talk to each other because we are on the same level and we do the same type of work. So I will talk to her also.

Interviewer: How do the challenges at work and the work environment affect your physical health?

Respondent: You know I have a skin problem...and my skin problem is coupled with stress and I know exactly what my stress level is like. Certain times my skin is at its most radiant and certain times my skin is full of 'pimples'... and then I know it's my stress levels at work. So I know I sometimes have my own stress at work but I try to sweep it under the carpet and to move on. But I know about it.

Interviewer: How do the challenges at work affect your psychological well-being?

Respondent: Aag not really. I try to split the two. Usually on weekends I have something going on. I am always busy. I go away for the weekend or I just do something. So I always have a plan for everything. I try to structure my days or my month.

Interviewer: Are you aware of the EAP service?

Respondent: Yes. There is an EAP service.

Interviewer: Have you ever made use of the EAP service?

Respondent: No, not really.

Interviewer: What is the reason?

Respondent: I don't have a lot of trust in the EAP. When I worked in Paarl my office was next to the EAP's. That was something different because I could talk to that person. We were friends because our offices were next to each others. So I never went to see the EAP officially...we talked casually. I would for example tell him I didn't have a good day. Then the two of us would talk. But I was never referred to the EAP. I don't know but according to me I would never use the service.

Interviewer: Did you get that perception of the EAP as a result of other members who previously made use of the EAP service?

Respondent: Yes, I would hear a lot members say that are going to see the EAP so that they can get a transfer. So there is a lot of negativity. And the other issue is...I am of the opinion that the EAP must be a elderly or mature person. I can't go to a 25 her old girl. And the things that I went through...what will she tell me...I know they are educated people...everyone says that... it's understandable. But my point is...she wouldn't know exactly how I feel. And it must be someone who knows how the Correctional Services environment works. Because a lot of times they send us for example someone who worked for Transnet. So she doesn't have a clue about the stress of the correctional officer... the guy who is working inside the correctional centre...if they start stabbing...his family...I mean there is a lot of other stuff. That is why I say the EAP must be at least an elderly, mature person. Or why not take a social worker who is working inside the correctional center and make that person the EAP? I will say the EAP must have a background in Correctional Services and must be an elderly, mature person. I mean you can't send me to a young person. What must a man with 30 years of service in the Correctional Centre...he is 51 or 52 years old...what must be talk with that child. His own child at home is 25 years old. So how do you balance it.

Interviewer: In your opinion is the EAP service marketed adequately?

Respondent: She does market herself...it is marketed [**unsure**]...but...and they refer you to her...but I won't say it is marketed.

Interviewer: How did you hear about the EAP service?

Respondent: You hear mos there is an EAP. And you hear mos...I am speaking in terms of people on the bottom...You hear this one or that one went to the EAP.

Interviewer: Does the EAP have specific programmes that she is presenting?

Respondent: Yes, she does present programmes. I must say the EAP does present programmes...for example for Supervisors on how to manage conflict. There is training...she is very visible in that respect.

Interviewer: Do you think the EAP service is accessible for correctional officers?

Respondent: I don't think the people feel free to go...uhm...I know about people who were referred. But I have never heard about people who said they went to the EAP out of their own. You just hear I was referred but you never hear I went on my own.

Interviewer: Is there a stigma attached to the EAP?

Respondent: Definitely. Because the others see you are at the EAP...there is a stigma. Look for example I am talking from my own experience...my ex-husband told me 'why don't you go and see the EAP because you are crazy. Go to the EAP'...So the EAP is almost like you can't help yourself...and you have a problem. Honestly speaking in earlier days before the EAP service was implemented...you could go and consult a psychologist outside... and I think it worked much better. The EAP refer you mos to a psychologist...but why do a process twice. In that years we went straight to the outside psychologist...and then you are sorted out...and you know nobody knows about your problem...nobody knows you were there...and you could open up more. But now the EAP's office sits there at the top...now I have to go....where everyone can see me. I always say in previous years it was better because you could go and see your own psychologist. If I had to choose between the psychologist and the EAP I would choose the psychologist. But I am sorry but I wouldn't make use of the service of the EAP. I would rather talk to a girlfriend...or I would go to a psychologist. That is my feeling [**Laughs**].

Interviewer: Are you still proud to be a Correctional officer?

Respondent: You know sometimes...with the stuff that is going on...then you feel ashamed. And sometimes than you sit and think but at least you are doing your work...you are delivering a service to the community. Even if the community don't have a good opinion about correctional officers...it is mos not you.

Interviewer: How do you think the community feels about correctional services officers?

Respondent: Some community members have a negative view and some have a positive view of correctional officers.

Interviewer: Do you still enjoy your work?

Respondent: Uhm I enjoy my work. I enjoy everything about my work. Even the conflict...I like conflict very much as a matter of fact. I like it to handle conflict. So I enjoy my work.

Interviewer: What motivates you to wake up every day to perform your tasks as a correctional officer?

Respondent: I must come and work for my child...I must mos support my child...and I like my work...I enjoy the work that I do. And...I like...the type of person that I am...I help everyone...my one clerk told me the other day 'Mam just say yes for everything'...but I help everyone. I like challenges...I keep myself busy with making arrangements and with my sport. I like my work... people can say whatever they want to...I like my work.

Interviewer: How do you see your future in Correctional Services?

Respondent: You know it almost look like you had to come today. I still want to become a Deputy Director. I still want to get promoted. This is not the rank that I am going to stay on. I still want promotion. I told people this morning that people can discredit me for all they want...but I...even if it is in another region I will become a Deputy Director. I will get promotion! **[Participant is very assured about being on level of Deputy Director]** And that is what I am striving towards.

Interviewer: Do you have any suggestions on how correctional officers working conditions can be improved?

Respondent: Well I would say **[Pause]**...look they have done a lot of stuff here already. They have for example introduced sport days for the members and other things for the members. But that is stuff for the members. I would say **[Pause]** the supervisors and the managers must become more involved with the members or correctional officers.

Interviewer: In what way must the supervisors and managers get more involved?

Respondent: Uhm...**[Pause]** not that you must try to become a tjommie for your subordinates...but...look if someone...I take it from myself...if my supervisor

show interest when my child is sick...I'm for example off sick because my child is sick...and when I get to work and my supervisor asks me if I am okay and if my child is okay...get a bit more involved...understand...show to your subordinates that you care...and sometimes when you see people cares than you will try to do better in your job...I want to show the person...and you will tell other people also...I can't believe that person asked me if my child is okay. Now you are putting another picture in the other person's mind. And in that way you build a lovely corps. And bring back the hours of the earlier years. And they must stop changing stuff. Stuff that worked well...why must you change it.

Interviewer: Are you referring to policies?

Respondent: Yes policies and stuff like that. And the resolutions that they make. The stuff worked in previous years...why changes something that worked. Previously there was never a problem with members that was off sick on a weekend. There weren't problems with members that were book off with IOD. People wanted to come and work. And everyone was happy. I would say stop with policy changes and go 'back to basic'...I would say begin with 'back to basic' and let we return to the military system...then you will see everything will change...everything will fall in place...and everyone will be happy. So I will say 'back to basics' where there is a promotion system...and the other thing...the promotion system...previous years you stayed 3 years on a rank and then you move up to the next rank. Now you must apply for a job and you must have a degree. And more involvement from supervisors...get involved.

INTERVIEW 2: MALE PARTICIPANT NR 2

27/07/2017. Pilot interview.

Interviewer: How long have you been a correctional officer?

Respondent: I was appointed in 1984...so I have 33 years of service. I was appointed in Pretoria and my probation period I spent there and after that I went...uhm...to college...after that I went to the salary offices at our head office and there I worked for a few years and...than I went to study...I was lucky enough to get a bursary from correctional services. I finished my studies and was transferred to Baberton where I worked for 6 years and than I came here in 1994.

Interviewer: What did you study?

Respondent: I studied animal production in Agriculture.

Interviewer: Are you doing Agriculture in Correctional Services?

Respondent: Yes

Interviewer: Why did you choose the specific career?

Respondent: Since I can remember I just wanted to be a farmer...I just wanted to farm.

Interviewer: Why did you choose Correctional Services?

Respondent: Well when I finished with school I applied at different places and got a job at Correctional Services...uhm...my mother worked at Correctional Services at that time...and...it was actually only an easy option. And the such a wide variety of careers...and I realised that I can study to be a farmer through them...you know I can follow my career through them...study what I want to study through them...and so it happened that I studied Agriculture through them. And in any case...I stayed nearby the college...I was planning to work night shift if I didn't get a bursary...luckily I obtained the bursary...so my path was planned.

Interviewer: How does your daily routine as Correctional officer look like?

Respondent: I am responsible for the Agricultural Department on the farm. So the total planning...see that everything gets done and done right...administration, financial management...it is difficult to provide you with a specific routine for the day. There is actually no routine in our days...because you take things as they come and...uhm...everything is divided in seasons for example...uhm...you know it's financial year end and you have to finish specific tasks...the start of the financial year there will be other tasks...uhm...in the meantime you must keep track with nature because it's seed time or harvest time or in between...uhm...so...there is actually no routine...uhm...the farm is also extremely big...the farthest part from my office is 14 kilometers. So I try to at least visit the whole farm once a week if you are referring to routine I do that I can be up to date with what the people are busy with...how does it look like...is the stuff right...uhm...so that is the nearest that I come to routine.

Interviewer: What are the daily challenges that you experience in your work?

Respondent: Uhm...challenges like?

Interviewer: Or stumbling blocks?

Respondent: At this stage finances is a big stumbling block in the entire government departments. I don't believe it's only in Correctional Services...its everywhere...uhm...so we have to make plans and pinch and scrape and...uhm...[Pause] get by with what we have...and...make plans to get alternatives if we don't have...uhm...its a challenge...its a big challenge...the other challenge is that our region are experiencing an extreme draught that we have never experienced before...our dams are filled up until 20% ...this dam next to us is filled up until 22% and it should have been filled by 80/90%...uhm...we have already...[Pause] this financial year end...we could not reach our goals with fruits and vegetables because we didn't have water...we also couldn't plant at the beginning of the season...so we don't know if we will be able to reach our goals. So the draught is one big challenge for us and together with finances that is also a big headache we can't buy simple stuff like such as pumps...we can drill boorholes but we don't have the appliances

because we can't buy pumps. So it is a bit of a frustration...uhm...I believe the senior managers are busy to make plans to resolve those headaches...because I mean the alternatives for what we can't produce...they must go and buy it. And we are at the moment busy with buying vegetables which is very expensive to buy. We have to try to be self sustained and at this stage we are not. So this is actually the two biggest challenges that I experience...uhm...I think other stuff that is also a big headache for the ordinary correctional officer in our section...we don't get the training that we should get to perform all our tasks. We have to train the people ourselves...uhm...but I mean you learn the person as stuff happens...he doesn't get an overall a picture...he gets that what he is busy with.

Interviewer: So on the job training?

Respondent: Yes and if you send him to another section. So if you thought him stuff that is applicable on another job, it's orrait because than he has got it. But new stuff are introduced...uhm...and staff rotate often because we are an agricultural section...I mean there people who currently unhappy because they have to be transported on an open lorrie...and there is monotherapy a way to get to the farm. And I can't blame them because it's 10 km that they have to be transported in the cold on an open lorrie...we do put on sails and stuff but I mean what protection does it offers...its 2%...so...uhm...that is...uhm...training is vey important...uhm...especially if you look at your osch act and stuff like that...the people working in the section doesn't realize the extent of what they are busy with and if something goes wrong what the consequences are...and we don't have proper training in terms of that.

Interviewer: How do you handle the challenges that you experience in your work?

Respondent: The officers that are working on the farm do it because they enjoy it. Our shift system...uhm...make...we are back with people has a lot of work but still there is other needs...uhm...like the people with whom we work falls under the medium correctional center...and...their main task is firstly security and only than everything that happens afterwards...uhm...so if there is a need for

security elsewhere they will grab our staff to help with security. It does frustrate the members because they know what the work load on the farm is and what still needs to be done and where we are in the season...and if you can't do A than B can't follow...uhm...so it frustrates the members.

Interviewer: Is it a shortage of staff that you are referring to?

Respondent: Yes, shortage of staff...uhm...for sure yes and than...uhm...the medium was for example planned for 190 members...now a bakery was added and immediately 2 members was added...lets talk now of only 2 members because soon we will need 4 members because we have to start baking for Breede River Management Area also. But the 190 members stayed the same...the work became more...a laundry house was added that have 2 members that work there fulltime...there is a school section that do visists...now if you add that bits and pieces than you talk about 6 or 8 members [**Pause**]...but the staff didn't become more. And than the replacement of staff is very slow. So it may be that 4 of 5 members resigned already...lets say the 190 is definately not full. But the work is for 190 members. So it frustrates the members because we plan to do stuff and than we can't accomplish it quite well because the members are grabbed for other work. And it specifically influences our section. And except for the bakery and production workshoop we are the only sections who delivers production and where production are measured against outside standards. The agriculture is measured against the standards of private farmers...so if they milk 30 liters of milk from a cow per day and we can't achieve this we have to motivate why not. And if our production cost for milk is R6 and the outside farmer's costs are R4 we have to motivate the difference in costs. So we are measured against all that standards...and the people realise it...who does the work...and if they are not quit there than he realise he have to man up for stuff over which he have no control over...because he is now on a different section or a different work place...uhm...now the way that we handle this...luckily I have the 3 persons over which I have direct supervision in direct contact with their sections...because I have the whole farm but it is plant production which consists of 2 sections namely vegetables and crop harvesting and than the animal production. Now the 3 managers manage that sections

together...so if they have a problem...uhm...with a specific task which cannot be excuted because we have a labour shortage than we take it up with the head and in most cases they try to help us...and if they struggle to manage than they let me know there is an obstacle that they unable to sort out and than I also have to...and it happens at times that I also can't go and help them...I mean there is simply so much people and simply so much work. Than we have to replan and reschedule and do our stuff in different ways...uhm...but over the years...and like I told you I started here in 1994 and since than we began to mechanize as much as we can and we progress with that a lot...so it helps us a lot...for example we have a digger loader for the last 4 or 5 years so there is more...uhm...fertiliser and chicken fertiliser and stuff like that are not any more loaded by hand...because all of that we loaded with spades and hands previously. Now we have a machine that can do it...so that machine never stands still. So our labour practices are also busy to adjust to what is happening around us. So the inmates can also see that we are not busy with slavery work. We farm like the farmer outside...so if he leaves this place he can also go and farm like that.

Interviewer: How do the challenges at work affect your family or personal life?

Respondent: I want to tell you a few years ago sometime in 2000 I am not sure about the exact date...uhm...I didn't have a manager at the vegetable garden...so on top of my own work I had to manage the vegetable garden...and I ...uhm...at that stage I just took control over the farm from the previous manager that went on pension [**Pause**] and as I told you my background is in animal production...so I had minimal knowledge and experience of plant production...and this one specific vegetable garden that we have...the wind will blow it away in winter and than there is nothing left as in nothing will remain standing...uhm...and the previous manager just managed to get that vegetable garden running at that stage and that vegetable garden was 3 or 4 years running when I took over...and like that the vegetables...you plant but you don't harvest because the vegetables blows away...it's sand blast...you don't want to know how vegetables look that is sand blasted...at that stage it caught me

tremendously...because we got hidings...we got hidings...it got to me so much that I had to be admitted in Pines for a while...I stayed there for a while to help me cope with this thing...and I learned a lot of good skills there...because from than on it just went better with the way I handled this thing. In fact I could handle it better from than on and the one guy who worked at the vegetable garden...who helped me at that stage...he is not working at Corrcrtional Services anymore...but he also went to Pines. Eventually I could handle it. The EAP tried to help me to that stage but it was a young a girl who didn't have a clue about the extent of my problem...and the advice that she offered me I stuff that I tried and it's over with...uhm...so it didn't help me...when I eventually went to her I already went through all of the stuff that I struggle with...uhm...so I just realised that the auntieje doesn't have a clue about what I am I talking about so it doesn't help to continue with seeing her...uhm..and even the psychologist from outside that helped me...uhm...didn't understand...they don't understand our setup. So I don't at all have something negative to say about the EAP...because the experience that I had from it was of good but there is member that receive very good advice from them...uhm...so it was a difficult time for me than and it took almost 4 years before things started to look better for us...but we did survive it and we are not looking back.

Interviewer: Did it have an influence on your family life?

Respondent: Yes it had a very big influence on my family life. My wife went to Pines just after I was released just to help her a bit. Becaus at that time our children were still little...uhm...if I had to guess I think my eldest son was approximately...uhm...6 years old and the second one was about 4 years old. So I was very difficult at that stage and it influenced my family in a negative way. We didn't have conflict. I can't even tell you how I things went wrong...it just went wrong.

Interviewer: Did you withdraw from your wife?

Respondent: Yes because she talked about it a lot...talk to me...tell me what is bothering you...than I would tell her the vegetables blew away...what more do you want

to hear...they blew away...you know yesterday's vegetables that blew away we painted it again and tomorrow it will blow away again. I felt when I came home from work I didn't even want to think about work I just wanted to switch off...I still work like that up until now...uhm...my work stays at work...because when I come here I switch on and when I leave here I switch off. My wife sometimes blames me because there is stuff that I had to find out at work for the house...but I forgot because I am at work.

Interviewer: How does the challenge at work affect your physical health?

Respondent: I'm not very fit. I am very unfit...I know it's very wrong...at my age I shouldn't be this unfit...uhm...I don't even do extra exercise at this stage...I have a bee farming which I started as a hobby a few years ago...uhm...which has been for a long time not been a hobby anymore...it's a farming...uhm...and I have to carry the bee cupboards and stuff around...and at the end of August I have to start to move the bee cupboards...uhm...because we have to start with bestuiving of the bees [**Pause**]...uhm...I know I am going to struggle...because I am not fit enough to carry the bee cupboards around.

Interviewer: What is the effect of your work and work environment on your psychological well-being?

Respondent: My stress levels are sometimes very high...uhm...but since that time I have stress pills that I carry that I put under my tongue to calm me a bit if my stress levels are high. I haven't used for some time now...uhm...like in 2 years ago...uhm...but I always carry them with me...so the consolation is there if it's going rough...uhm...I experienced a stressful day on Monday when a bus drove through our gates at our farm...uhm...but by the time I that I realised that I should have taken a pill...uhm...than the day was over already. I don't pay awake at night...I go and sleep in the evening and I wake up in the morning...so once in a while it will happen that I can't sleep...uhm...that I will maybe wake up at 3h00 at night and will roll around a bit.

Interviewer: You have mentioned the EAP already but I am going to ask you if you are aware of the EAP service?

Respondent: Yes.

Interviewer: Have you ever made use of the EAP service?

Respondent: Yes.

Interviewer: Did someone refer you?

Respondent: No I went out of my own because that women's office was on top of mine.

Interviewer: Did you have a problem at that stage?

Respondent: I went to her but I was also mos in Pines and I went to an outside psychologist...what I wanted to say about the psychologist form outside...he made it his job to try and board me...and I didn't wanted to be boarded...and part of the board story was that I had to go and see the EAP practitioner because there was a time that I went and see the EAP...and than that EAP practitioner left and a new one came...and than he told me I must go and see the new one to get the documentation in order...because he started to get his documetation in order...and I new from the start I didn't want to be boarded...jislaaik I am speaking about...uhm...I was 45 years or much younger...uhm...and...uhm...than I went to the young lady who was the new EAP...and I didn't know that person...I mean here comes a new lady within a month that she was here and now I must talk to her about my whole career and stuff...you are uncomfortable.

Interviewer: Was the service of the EAP practitioner of any help to you?

Respondent: No it wasn't. I can't say that she didn't help at all...there was maybe and idea or two that she gave me. How I felt...at that stage I was on the level that I am currently on...I felt the EAP was meant for a lower level...people that didn't struggle with complicated stuff like what I am struggling with...for that people I thought it would work.

Interviewer: What is the type of person and type of problem that the EAP would be helpful?

Respondent: A guy who has problems with his boss...and that was not my problem...I mean I wrestled with nature...it's not the same thing.

Interviewer: Do you think the EAP is marketed adequately?

Respondent: I think the EAP service is not used so much...uhm...because Brandvlei is for long periods without an EAP...because the woman that is here now have also not been here for long...she has been here for a year now...but at times there are big gaps...and that is one of the big headaches of Correctional Services...their replacement of staff is vey bad in general...because you can take for example our Regional Manager in Agriculture went on pension and they let him do contract work for 2 years to help them until they found someone new...and he finished that 2 years here and still they haven't appointed someone in that post. He was gone already when they appointed someone in that post. That guy that I told you about that went on pension in my section...he was already for 4 and a half years on pension before they appointed a new manager for me...and this new manager have been appointed on 1 May. Regarding the EAP it's on the same trant...so I feel there are people who have needs...now they go to outside psychologists who doesn't understand our setup...uhm...and they have to be satisfied with those people...and their motto is get the people boarded instead of helping them to get their job done.

Interviewer: Do you think the EAP service is accessible for correctional officers?

Respondent: Yes. Look when that EAP came here...they took her to parades in the morning and introduced her...she is here to provide an EAP service...so if anyone is in need go and see her. But I think the people...uhm...think there is a stigma attached to go and see the EAP practitioner...uhm...she sat sommer on top of my office but now she is at the training centre which I think is a much better idea...so if someone is ashamed to go and see her to talk about his or her problem than it is now better because there isn't so many eyes.

Interviewer: Are you still proud to be a correctional officer?

Respondent: Yes, for sure. I just feel very ashamed of our uniform which is so rotten...you can mos see how my jersey that I am wearing looks like. One doesn't want to be seen in town with this stuff and just the other day I stood waiting I a row in the bank and than came in another officer in...his elbows of his jersey had such holes in...than he stood in front of me and here sits 2 other guys and wait...and they were discussing this guy's uniform...luckily I didn't have an uniform on that day...and I thought to myself that I feel so sorry for this guy because it's a young guy that just joined the Service...he pined and scrape for that uniform just to have a jersey on...otherwise he wouldn't had a jersey on that day...uhm...and there is a few stuff like uniforms that is one thing that Correctional Services is not...I want to tell you how long back...but I can't even tell how long back we have received uniforms.

Interviewer: Do you still consider your job a challenge? Do you still enjoy your job?

Respondent: For sure...For sure. Yes I have 7 years to go before I will retire...here is a lot of people that are looking at their options because their is talk that the Department will look after people of 50 years and 30 years service that want to retire...and there some of the people that want to go.

Interviewer: What motivates you to get up in the morning and come and perform your duties as a correctional officer?

Respondent: I have a desire for the work because I enjoy the work that I am doing.

Interviewer: How do you see your future in Correctional Services?

Respondent: I am going to complete the few remaining years...uhm...it's not even 7 years anymore but I am going to complete it...uhm...I have nowhere to go and I know what I have to do.

Interviewer: With all the challenges in Correctional Services are you still motivated to be a Correctional officer?

Respondent: It's still a challenge for me...uhm...I like challenges and I like it to solve challeges. So...uhm...I don't say that there are challenges that aren't to big and I also don't say...uhm...the frustrations and stuff won't get me under or harm my

health in the future...but...uhm...I am aware that it can happen and I will try to prevent it. So if I get at that point where I see my health is suffering than I will decide differently. But at this stage it's not like that.

Interviewer: Do you think it would have been a different if you were to work inside the Correctional centre it would have been a different story?

Respondent: No. I wouldn't be able to make it. When I was still studying...look I went to work in the salary office and from there I went to study. And than we had to at Pretoria Central during holidays...uhm...do service if you didn't take leave...uhm...and that was at the cental correctional center...and at that time it was when they started throwing bowls of porridge through the air and the first day that I worked there I realised that I wouldn't make it...uhm...than I put in leave during that holiday...and than I bumped into one of head office staff members and he asked me why did I put so many leave days in. I told him....'I can't work in that place, I will die there'...than he told me they should have let me worked there and they arranged that we go and do practical at on one of the farms because we had to do practical also...and than from the next holiday on we went to do practical on Loskop Fontein. So than I didn't return to go and work in that correctional center. But I can't imagine that a correctional officer can spend his days like that. If I can only take the members that is working inside the court yard...there is some of them that want to work at no other place than the court yard. They are happy where they are.

Interviewer: Are there a lot of in-fights at supervisor peel?

Respondent: Up until Assistent-Direkteur level where I am there isn't...but from...uhm...from Directors...I have attended meetings where I saw they are biting at each other in a very ugly way which is toatally unnecessary and I have seen emails that they sent to each other. It's not professional in the first place and and I can't see why it's necessary. That people is on that rank level. They have been appointed there to perform a job. But it's about I don't want to be told by the other one and the other one don't want to be told by me. And it's wrong because it's not the way to work with other people! I have said many times that these senior people...one doesn't work like that with staff! I'm not

even speaking about how they work with each other...I am speaking about people on the ground floor. One doesn't work like that with people!

Interviewer: Do you have any suggestions how the correctional officers working conditions can be improved?

Respondent: In the first place I believe one should have a goal towards which you should work...at this stage there isn't clear goals towards which people can work. I can't tell you precisely because it's not in my section...let us take the promotion system...you have to apply for a job...if there isn't a post you can't be promoted which means a guy that can't...uhm...for example I am not a guy that can go and I sit in an interview...I had one interview in my life which were to get this job that I am currently in and it was a tremendous frustration for me...uhm...in previous years the structure exist that if you were an officer for 2 years and you performed your part and you had been trained in specific tasks than you became...uhm...a sergeant...and after 4 years if you were trained in other tasks and mastered the tasks than you became a adjutant. But at this stage such stuff is non existent...so promotion...uhm...doesn't exist at this stage except if you apply for a post. I also understand there must be positions to apply for it...but there is a...uhm...when I entered the service almost all correctional officers were sergeants...lets say 60% were correctional officers and 25% sergeants and 10% adjudants. Today almost everyone is on adjutant level...so that structure changed so much that people have nothing to work towards. I have placed it now very simple on the lowest ranks but...uhm...on our rank levels where I am...they took the old major and lieutenant-colonel levels and added it together...now I am on the major level [**Pause**]...in the old South Africa there existed a structure that said that if you obtained a certain gaol within 4 or 5 years you can progress to the next level to get a better salary...it doesn't exist anymore. You now just have to move on now...in my life I will never even get to the salary of a lieutenant-colonel...uhm...so that is the one issue...and than...uhm...[**Pause**]...there are places which I will call double lines of command...uhm...a guy must only have one supervisor to whom he must report and that supervisor must...uhm...be the link between who ever are on top and

who ever are on the bottom and he must do his job and he must make sure that the stuff really happens downwards...uhm...I shouldn't go to a guy and give him an order and another person shouldn't come and give him another order. What is the poor guy supposed to do now? Now he is executing the one person's order and the other person is angry at him but both are his bosses...the person whose order was not executed he tramples the poor guy. That's what I am talking about when I speak about people who doesn't work right with each other.

INTERVIEW 3: MALE PARTICIPANT NR 3

2/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: This year it will be 15 years including this year.

Interviewer: Why did you choose this specific career?

Respondent: Uhm...actually...uhm...I thought will applying for this position as correctional officer that I can make a difference in people's lives. So I applied while I was working in...uhm...the private sector at Capitech Bank Head office as a Marketer...uhm...at that stage I would not be actually a correctional officer...uhm...I applied for the position if not was it the case that...uhm...they talked about retrenchments. So I applied for numerous positions in the police and correctional servive. But I knew previously that I could make a difference in people's lives. So therefore I applied at DCS.

Interviewer: In what manner do you mean you can make a difference?

Respondent: In fact...uhm...when you are working with people you must have people's skills...and so if you are really on ground level and you understand where people come from...you can determine or...uhm...guide their path back to being a normal citizen...a citizen that can be...uhm...a benefit to others and the community...understand...so we also live in the community...we experience problems that similar guys here that have...uhm...criminal records...experience and simple things brought them and their criminal behavior where they are now facing jail time. We all also did things...uhm...I also did stuff that also could have landed me up in jail. But because of the fact that I could determine what is right or wrong or stop my wrong behavior and follow the right path that could bring me to the fact that I can say that I never had a criminal record understand... and some of my friends landed in a place like this because they made wrong choices. It also depends on your upbringing...your family...your father...your mother...how they thought you...their disciplined behavior.

Therefore you can make the right choices...uhm...in say for instance...a negative environment you can make the right choice.

Interviewer: What is your daily routine as a correctional officer?

Respondent: I worked for 7 years in a hospital environment in DCS as a health clerk...uhm...I worked 4 years...uhm...as a coordinator with sports, arts and culture and gave the offenders sports and games to play to keep themselves positively busy...uhm...inside the centre...uhm...the other years I worked as a discipline member where I did court, hospital. escort duties and inside the centre where I am currently am as a working as a case officer.

Interviewer: What are the daily challenges or stumbling blocks that you encounter in your work?

Respondent: **Silence.** There is a lot. First and fore most there is...**Pause**...there is a big...big communication gap between management and ground level staff. That is a huge stumbling block. Because without communication...lots of things can happen...uhm...and than members themselves...they don't have compassion for one another's situation.

Interviewer: The communication gap that you are talking about. Are you referring to the members of management?

Respondent: Management. If I can just make an example...in the the manager of human resources...her office is always open the times she is here...if you book leave...the book is always full...and that is also stress levels because if you need to be at a place....for instance your children are at home for the school holidays a and you need one or two days to spend with thembefore they go back to school...the book is always full...and members choose rather not to book their leave...they rather book off sick...it's easier...you don't need to go there and face lots of excuses...as to say why you can't go on leave...so you rather book off sick. I saw this...I hear this...uhm...I never felt the need to do that because I have the opinion if I...it's my leave...if I want leave...I book it where I choose fit...and if I want to book 4 or 5 days off... you go in advance...you book your leave...it's also our fault...because on our part you

need to manage your leave...if you know that school holidays is this and that time in the year than go and apply there...book your leave.and maybe the book won't be as full as you will get it a week before the school holidays. But that been said...is that members always go there and find that you can't go on leave especially in December and January months. There is always the same people that goes on leave and the office bearers...most of them go on leave because they don't work inside the centres. So we who work with the inmates...you can't go on leave because it's our busiest time of the year and you have to be focused and there have to be a lot of members. So I understand that part from the management point of view...but must also look at the fact that all of us are working for DCS...not only the office bearers...because they also started at the Department as discipline members...all of us...so if anything happens inside the court yard...uhm...we have to go to them and ask for help...they must come in...so they also need to know what is going on inside the court yard. Therefore, on weekends they are eligible to come and work inside the court yards...but only a few of them come in...that is also a problem that occur...management are not strict enough in telling them to come and help us inside the court yard...so some of our members...if you are a office bearer...than I am a office bearer that's it...I don't need to work in the court yard...its not my job its your job. While we are all discipline mebers when we come into DCS...there is an oath that you to make...uhm...we sign an agreement that we are DCS members 24/7 and if something occurs the second it happens even if you are sleeping...if there is a riot in the correctional centre and you are being called I need to you wake up and come here...we tend to forget that as members. The fact of management...when the gap comes in for communication...we don't go to them anymore to deal with our problems because we don't have that confidentiality anymore that a member can go to a manager and say listen I have got this personal problem can you help me...I need a few days leave...no you can go for a few days...they give you the leave...but all of a sudden that manager comes and makes jokes about your personal issues that you discussed in confidentiality with one manager. Than

it's out on the outside and in the corridor you hear people making jokes. So people are pulling back.

Interviewer: Are they telling it to ordinary members or other managers?

Respondent: They are telling it to...uhm...fellow managers and some of the managers are friends with ordinary members. Its maybe allegations that I don't have proof of...but it happens.

Interviewer: So that is why you are so concerned about confidentiality before you agreed to participate in the study? Is it because you have experience of leaks

Respondent: Yes I have got experience about leaks. Even if you are a whistle blower someone will mention your name...you can be sure about that. You try in your outmost to help...we have this big problem with smuggling...it is a huge huge problem for us...and...I recently asked the question...What are we doing about the smugglers? We know about names of members who are smuggling...and my concern is we put things in place to stop smuggling...That's cool! I am all for that! But what are we doing about the culprits? It's my concern...because smuggling will happen even if we put measures in place to stop it...they will find another way to do it. So once we are asking difficult questions people tend to close up...management tend to get angry. So most people...if you can step in now in a personel meeting...and the Head of Centre will ask is there any questions?...there will be one or two...the rest of the 250 plus members will keep quit...but they have questions in their mind...they have uncertainty in their head...but they are not willing to...they are not free to pose those questions...because if I ask a question...than this manager with his answer will with his answer try to kill me and stop other questions through that...this is what happens...this is my personal experience that I had. That is why I am saying there is a communication gap. Things in DCS is work related...our managers and some of our members tend to forget that this is not personal. We are here to do a job...we need to be sure what to do...that is why questions will arise...and sometimes it will be difficult questions but bear in mind it's not a personal matter...it's only a work related because if a person ask a question he

needs to be sure what to do. If not asking a question you are going to do the wrong thing...and if managers is getting angry for questions that are not likable for their nature...uhm...what are you saying to each other...but I can't sit quietly there in the corner knowingly that maybe I can have a solution to a problem...but first I need to pose a question...maybe they don't look at that solution in that way. So...I pose a question...and... the answer is so crush that you don't want to give a solution or further ask questions really...you just want to sit down because in DCS we have this thing that...members are not serious...I don't say they have to be serious all the time...but they are not serious when people pose questions. Those members laugh, that members laugh...they make jokes here...and that...makes all that we close up and don't ask any questions any more. That is the main reason why members don't ask questions...because certain members makes jokes about questions that you pose...and if we are serious about the things that we do here **Pause**...we are playing with people's lives...that is a true thing...and if we don't get the information through is it should be...than we have a problem because we won't focus inside here...if you are making jokes like that, being ignorant like that...you come in here...sometimes we do this...I also understand why they do it because you need to relax...understand...we are stiff...we are stressed...you come from home with your personal problems...you come here you make jokes just to relax so that you can focus on your work...but some members forget to focus once we step inside the gates **Pause**...because all hell can break loose and then you are not vigilant...you are not ready...you are not focused...you can lose your life.

Interviewer: Of course, your work is a work of life and death.

Respondent: Yes...everyday... you leave home knowing there is an 80% or 90% chance that you may never come back and for me that is a serious thing...uhm...that's why I said if we could close the gap between management and ordinary members **Pause**...this thing about manager...the word manager...some of us don't know what a manager should be...to me one of the most important reasons skills a manager should have is people skills...you have to be there for a

member who has a problem...if you can't solve it you have to send him or direct him to someone who can do something about his problem...maybe for you it is not important but for that member...you him it could be a life or death situation...we only heard last week about a member of ours in the Eastern Cape shot himself [**Pause**]...at his work with his private fire arm...now there is a tendency to if things like that happen to say you say no its personal problems...but you don't know...it could be many things...it could be a fellow member...it could be anything...you understand...so until it has been investigated why this member shot himself we can't make the accusation that this is personal. Why at work...if it is personal...why at work? Could have this member talked? That is why when we come to the EAP there is certain issues that I can also raise there.

Interviewer: Is there any more challenges that you encounter in your work?

Respondent: We sit with a big problem in our centres because of smuggling. I am sorry to say that...lots of the smuggling comes from members you understand...cellphones are being sell by guards actually...there is lots of ways to smuggle...people even smuggle money in and out...and uhm...if you can't trust your fellow member than you are in danger for the simple fact that I can be in a situation where I need to count on my fellow member...but if he is one of the smugglers...he will turn his back and people will stab you...we had a situation at the old maximum...in 2008/2009 where people had been stabbed by a lot of inmates and there was only a few members inside...uhm...we can't actually say what happened...why did the offenders do that...but for sure smuggling was one of the main reasons because if drugs can't come in offenders become agitated...we have new knives in the correctional centres...where does that knives comes from? How can an inmate have a new steak knife? How can an inmate have buttons...uhm...or tik or dagga or a new cell phone inside the court yard? We do have old inmates that come here who knows the place than they put some stuff there and the inmates come and they get it and they smuggle it inside the correctional centre....but we also have members that are using this thing to make money...and they make good money

for smuggling cell phones...a small cellphone of R200 could be R800 inside here...you understand...things like that happens here. If I can go back to managers...sometimes inmates brings valuable information to us. Then you go to the manager and tell him about this information for example there will be a new initiation for a member...they need to stab someone...whether it is an offender or member you need to act...you can't act afterwards...than what is the purpose of the offender bringing us this information before it happens...it could be a member...we should go from this that it could be a member...I don't say just go in unprepared...we have to think about this thing and move with a plan...but it should be initiated soon...before the stabbing occur.

Interviewer: Is there any more challenges that you experience in your work environment?

Respondent: Our work environment is not conducive. If wish you could see the inside of this centre here...it's not a stone building...it's just a structure...they can brake out...we giving food in there...if it rains there is no escape for me...you have a rain coat and you put it on...you stand in the rain and you count the inmates...you count them in and out of the cells...it's this times that offenders use to because members won't be focused. And when its hot members want to get out of the sun...but you are not focused at specific times. But when the human factor comes in...you tend to forget...so there is things that can happen quickly in here...like an offender can stab another offender than it's too late for you to react. It happened in front of you! But the time you react...there is this gap...and sorry to say...some of our members they even run away from danger...where we were thought in college we are nor suppose to run away from danger...we are suppose to run towards the danger even it it means you loose your life. I would say...15 to 20 years back...the training that we received is much different than the training that new members receive.

Interviewer: In what way is the training different?

Respondent: We were 6 months on the course...you receive physical training...you do self defense and than you do theorethical stuff...but the main focus is on psysical training...your defense and how look at an offender...you need to know when

an offender steps out of his cell...his eyes will tell you immediately what is that thing that is going to happen...if you step inside the court yard and its quite...than something is wrong...prison is never quite...that is one thing you learn in college...they don't learn that any more. Some of our old guys they try to teach these new members...but some of the members here who comes to the department for the last ten years...some of the are skilled...qualified...say for instance have a degree in finance or whatever the case may be...now they come into this place because there are no work outside.. we know we are the same...the same level...but you are higher qualified than me...now you tend to think of yourself higher than me...so I can't teach you nothing...you understand what I am saying...I can't teach you anything because you are higher qualified than me..that is you thought...but this is another place...experience counts a lot...and I can share some of my experience with you...it might save yor life...but if you are not willing to listen to me...they tend to have this attitude...if you don't want to learn...than fine I won't teach you anything.you have to find out for yourself...and that is many of the old members idea...saying they are leaving this place by the thousands...we are losing experience and I am afraid...that's why I wanted to talk to you...we are loosing experiece by the day by the older members that should have now more or less 10 years to go but because of the fact that they are tired because of things that are happening inside here...I want to say that managers are making them to look like children in they way they are speaking to elderly people...there is the respect factor that still need to be dealt with even if that member is a CO3 [**the lowest rank correctional officer**] and he is older than you... you should respect one another just for that sake...and...uhm... that CO3 even if he is older than you he can teach you something. We should be open to learn new things from any one...but it doesn't happen in here. Younger men want to tell older men what to do. Older members don't check newer members...and because of that many things happen because of our ignorance towards one another.

Interviewer: Is there any more challenges that you experience?

Respondent: I don't want to bring only the negative things. There are also positive things.

Interviewer: What are the positive things that you can name?

Respondent: I mean this is a work that still gives you a salary that is above lots of salaries outside...I worked at...uhm...Capitech Bank as I told you as a marketer...there is some of these CO1, CO2 and CO3's that only have matric who earns much more than people in the private sector. Even if you look at advertised positions in the news papers than you are far over that annual salary that lots of people with degrees get...so we have a living salary...we have benefits...how poor it may be...its still benefits that lots of people don't have outside...we have a pension fund...there is lots of ordinary private sector people...if you leave your work place after 60 years of continuous work you leave end of the month...you leave with that single salary that last day...there is nothing that prepares you for your old age...we have that here...we have a 13 th check...I believe some of the private sector don't give that anymore because they can't afford it anymore...we still have that...it is a benefit that we have...but with that...we put our lives in danger...and there is no benefit in that....and for that I won't say...I won't say we live above our means...some of us do...and that is also a stress factor...because of the fact that some members live above their means...they have problems...uhm...I want to say that DCS has a living wage...so that is for me a positive about my work...and still I believe that we can make changes for the offenders...because that is what we are here for. We want to change their behavior to correct it. Lots of our members don't see it the importance of that.

Interviewer: Do you think the correctional officer can play a role in the rehabilitation of inmates?

Respondent: Yes and no. Even the new rehabilitation plan...its working and its not working. It's working if some offenders don't come back...but it's only a few...there is lots of them who comes back because there is no support structure...the community doesn't play a role...some of them do...but some of them are not willing to give a criminal with a criminal record a job...and you can't blame them because...you have an offender for example...that have a record...you go to a store...you help him to get a job...than that offender who was for 5 years an honourable offender right through...disciplined...that same person than goes

and disappoints you by stealing and doing things in that shop. Why is he doing that...he doesn't have the support structure at home...he maybe have a wife that wants lots of things but he doesn't earn that money to support the needs of that lady so he goes and steal...that is the only thing he knows...to help at home or to give her what she needs for her not to leave him...now this man comes back to prison...you as a member you are disappointed...you tell him I did everything for you for the 5 or 6 years that you were in the correctional facility and you gave your full cooperation to us and you go and out and you do this...I don't check you anymore,I don't want to work with you anymore. You are on your own. Then that same guy thinks...if that is the case...I am nothing...I will go back to the gang that is the only place I feel safe...that is the only people that helps me no matter what. So that is the stuff that we are dealing with. The plan that we have in here...we have lots of administration work as a case officer...you have a lots of work for the rehabilitation plan...you tick off...as it comes in there in there is a paper trail...until the day he leaves...but is only a paper trail...you write whatever you want to write...negative or positive...even if its not the case...you want this offender out of your hair...you write...so that the parole board can see and then they send them out. It's no longer your problem...and we shouldn't have that mind set. If he is not ready to go out than you state that and he needs to understand that...the offenders are clever...you know what they do...they know that they have 2/3 of their sentence they need to be than they are eligible for parole with a clean record. What do they do? They keep their record clean up until that time...now they are forcing to go outside knowingly that they didn't change...and you know that they are going back to their criminal behaviour...so they are manipulating the system to use that against us. I thought this thing, I saw this thing also...I said to the guys you know is going to happen...lots of these inmates will be participants in your programmes...they will do whatever they need to do to get out of here...and they are doing it...that is why you get an offender...he goes out today tomorrow he shoots another one...back to the correctional centre because it's the only thing they know...we don't deal with the real problem...and its difficult because we don't really have...actually a

correctional officer should have a degree in psychology and things like that because you need to read the offender properly... we have great readers in here people with all the experience...but their opinion doesn't matter...so they don't give their opinion anymore...and that's why I said I am just afraid that soon we going to be stabbed soon we are going to die...because many older experienced members are leaving the Department by the thousands. There was a circular...two months back...stating that we are in need of these old officials who left the Department not less than 5 years ago...so if they still wants to come back and work...because I believe that the Department saw their fault now...because we are losing experience and the younger guys don't know gangs...and in the Western Cape gangs is the biggest problem...its gang related problems...and if you don't know the number gang you are in trouble.

Interviewer: Do you think what you know about rehabilitation is enough to rehabilitate the inmates?

Respondent: I would say yes and know...uhm...I would say no...because we are doing it the wrong way...you understand...when you come to a correctional officer...some of us are here before 1994...you are out of the college or out of school standard 3 or 4...you understand...you come to Correctional Service you apply and you get in the Department...you are here now 29 to 30 or 40 years in this Department and now you bring to this member administration work...he doesn't understand what is going on...you understand...and today the communication language is English and here is lots of white people who don't understand English that well they can't pronounce or portray themselves in English as they could in Afrikaans...but they are not allowed to to speak in Afrikaans...if you stand up in a personel meeting you need to address in English because $\frac{3}{4}$ of the members don't understand Afrikaans...so its fair that you should speak English...sometimes you get black or even coloured guys who can't bring over or portray the message in English so they start in Afrikaans and than someone will maybe translate...but its not always the case...even if you address a letter it should be in English...so I tend to decline to write a letter...just because I don't want to wright in English...so I don't

wright it at all. Therefore, the programme that we have to help the offenders...we should analyse that...his background...if he comes into our system we need to go back...where does that guy comes from...who is his family...who is his friends...you understand...is it gang related that brought him here...if it is...than we know okay...this is the programmes we will give him and we are doing that fine...but we don't do it in depth... its mere formality...this is my work...my formalities I handed the programme to 20 offenders here...its done...I tick it off...how many offenders did I reach...I mean seriously reached. We don't check that...That's what I mean about in-depth. You need to focus...you need to zoom in into your offenders...make the groups smaller if needs be...than look at that offenders...are they here...are they focusing on what you are trying to tell them or trying to teach them or train them...if not then you have to bring them back and back until they have this thing...you understand...for them to change...because they make fun it's a big class the members stands in front they laugh and they make jokes they are not serious about what we are doing...you see it happen all over in the programmes...I also watch the social workers...they are doing good work here...they really work [Pause] the social workers but the offenders don't take it seriously. They have all the specialised people that we don't have outside...our children does'nt have that specialized service that they have...you as a parent you teach your children the best as you know how...but they have specialized programmes here and social workers...there are even members here that try to qualify themselves as social workers...but the fact is the offender don't tap into that specialised skills. So [Pause] you can have the best teachers but if the offender don't want to learn he will most definitely come back. So I would suggest that we should have smaller groups and than have not only one training session and tick it off as done. When one comes into the system they need programmes month by month until he is really sick of those programmes. At least of you could reach 4 or 5 out of the 10 my work is done...if you can save 4 of them instead of all of them coming here...is it not a good work?

Interviewer: How do you cope with these challenges?

Respondent: I am a religious person. I have to make God part of your work everyday...uhm...that is the most serious reason that I cope with anything that happen inside here...even you can come with anything to me you can bring the whole world down on me because I have God on my side I will attack...I will force a way in. The challenges that we experience and how to breach that [Pause] that keeps you here for longer...some of us don't cope very well so [Pause] we tend to resign...we tend to do anything like go off sick, stay out of work...you understand...and you can't cope with that because you don't know how...and its also for me...a huge part is your upbringing...how you were raised...how to face challenges...uhm...there is a few things that DCS taught me but most of the stuff I was taught by my parents...how to deal with problems...you don't back away from them...you face them...for example we have now this new system to curb...uhm...smuggling inside the centre...we have a scanner that members have to go through...now with any new thing there will be hick ups...members don't want to accept this thing from the start on...no...you will throw anything at management you doing this you doing that... that is a good thing because it saves lots of us because that thing will pick up a knife, it will pick up cell phones, the only thing it won't pick up is drugs...uhm...it's a good thing...but you will have the negative input but soon the members will [Pause] they will see that okay this thing is here...you come in the centre you get a key...lots of us don't want to pull a key...why...because the inmates...chief open this door...chief open that door the whole day they will keep you busy running around and you don't want to do that...but is is here for all these years...so we accept it...soon we will accept these thing...but my problem with that is...yes its good to put measures in place...but what are doing about the culprits...how will you catch them...you need to put in measures to catch the people who is doing this stuff so that all of these things are being implemented. We are not allowed to enter our work place with our bread...we can't eat inside the court yard. You can't even have your coffee inside. They implemented that a few weeks back...that is because of smuggling...and I also have a problem with the fact that I can't take in my Tupperware. Today we are here we can't take in you bread...your Tupperware will stay in your

locker...you have to come out. Now you have this information that you need to bring to the members...you also you are not comfortable with the the information that you have to bring to the members but you are a manager...but the manner in which you bring this information to us is not one of what is your ideas...its one of you will do this that it...you understand...and if that is your way of thinking that is your way of working...that says a lot to me...and afterwards they want to ask is there any questions...what questions must I ask you?...if your mind set is made up its done...I can't change you I can't move you so the purpose of my question is invalid...so why should I ask any questions...you obviously made up your mind. Why don't you question the information that you receive...I mean you are a human being you have your own set of thinking[Pause] if it doesn't work for you how will it work for your members? You should lead by example...you can take in your Tuperware because it is before the scanner. We are not lenient to questions...we are not willing to listen...you get the information you enforce...never mind what your question is. I may have a solution to the problem that you will encounter very soon...you did not foresee that problem...I could raise a question and give you a solution before the problem will occur...but you don't see that you can learn from an ordinary member...I got this attitude I am the manager and you are the subordinate and you will do as I say or I will charge you for insubordination. Where will we go in a few years time with that attitude?

Interviewer: Was it always like this?

Respondent: I was was not prior to 1994 in the Department but you hear from the old members that DCS was the best government place to work in. I could identify with that. Why...because when I grew up I had this in my mind...when I saw a correctional officer I see somebody that is neat, very disciplined and walk straight, tall...he has confidence. That is not the case anymore [Pause] so I saw this and I hear what the old members are saying and I said to myself that I can agree with that. In the past if you see a member...uhm...walking in the street [Pause] the way he portrays himself will earn respect immediately...he doesn't even have to open his mouth...he doesn't go to the liquor store with his

uniform...if he is in town you look up to him... he is like THE man you want to be someone like that. Today it's just vice versa. If you go home...as soon as you can leave this place you want to be out of this uniform because there is no honour in that **[Pause]** and part of our members have done that... even managers. You bring your uniform into negative light because some members they steal...you are a correctional officer but you are stealing in your uniform...what does that say? We shouldn't even be **[Pause]** going into a liquor store buying booze with you uniform...up until today it's not allowed...the policy say you can't do it...but who is going to stop it because I see managers going in the liquor store with their uniforms. The examples in front of you are one of negativity. But you want to be this honest guy...you want to be this great correctional officer because that is what we were taught at the college. We were taught in a certain way...so you want to still believe in DCS...you still believe in THAT officer that you saw when you were growing up.

Interviewer: Do you have support at work?

Respondent: Uhm...If I say I have support... than I have fellow members that has more years in the service that I can go to and say listen I have a problem with this...an offender needs this and that and can you help him...I don't know how to assist him than this members will come and say okay I can help you...they are willing to do that if you will come to them and ask them...and what I usually do is I make the part of the solution to a problem that I have...than one or two managers that you know that you can go to when you have a problem. Definately you know that manager if they don't know they will find out for you...but it's a few...then the rest...I can't say I have support...and a lot of members can tell you the same. Lots of members have negative, negative experiences with DCS members, with managers **[Pause]** and higher rank officers. I can't speak for them but I can speak for myself. The support is not what it should be. I don't feel good enough to go to any manager with a problem that I have. I will rather target some managers...one or two...it's really

that few...one or two... to go to them and explain your problem and really you know that you will receive an answer from this member.

Interviewer: What impact does your work and your work environment have on your well-being?

Interviewer: Uhm...I will tell you this...uhm...the outcome of my experience with DCS is one that I don't communicate well outside...uhm...my wife also tell me you don't talk to me...but I can't just talk **[Pause]** if I talk I want to speak facts...I want to give something to you of value...so I can't make conversations just for the sake of conversation...but I think a lot...the words doesn't come out of my mouth but I think a lot. So when I lie there at home...I think about my day...I go through what offender did what...what did I see...what did I observe that I did not maybe at that moment focus on...it comes to your mind that **[Pause]** you put a plan in place for the next day...So that is how I survive in here...uhm...for me the things that happen here in the workplace, management, with members...it doesn't have a great impact on me...I tell you why...its because of the fact of how I was brought up. My parents are dead now...but its thanks to them that I have a strong character...and I won't waver easily...you can do anything but I will go back and think about it and I will come back to you. If any situation doesn't sit well with me...it doesn't matter who you are...I will state my case and I won't butch because that is how I feel about the situation...but I will do it with respect...because that is how I was raised...you respect people and their beliefs and their point of views...but respectfully decline to what they think you should belief...as to what you know is the truth for you. And if it's as ituation I won't say life or death...but if there is a choice that you have to make...respect the person...You don't need to be angry all the time, undisciplined to bring across a point to management. They are there appointed to oversee the things that you do...they are even there to safe guard you...That is why this morning with this thing I first went to a manager...uhm **[Pause]**...I went to him because of the fact that there is no proof for me that says...and the policy says that I cant't speak to anyone...no one outside of DCS without approval from the Area Commisioner **[AC]**...the AC should get

approval from...uhm...Regional office and Regional office should get approval from Head office for us to speak to anyone....a news paper, a television representative it doesn't matter who they are...because there is a lot of stuff that can influence DCS in the wrong way as to what they want us to say. Therefore, there is spokes persons in DCS...so I was shocked...when I was given this paper this morning to say that you have to go to that lady and speak...and I said but who is giving me the authorization to do that and they couldn't answer me....even my manager didn't know this thing....so I was a bit caught off guard...I was reluctant to come here but I spoke to Mrs Jordaan and said to her I am not unwilling to do this thing because I see this is a thesis..its a research...something that needs to be done...if not here...it should be done somewhere for you to get your degree...this is not a news paper...this is not a tv representative that want information from DCS...so I am willing to do this...but there still needs to be authorization. If you can have anything from this research...managers should go for people skills training...there is some things that you can't train a human being...but he should have the background...you understand...if you can't work with people. I mean your upbringing should tell you that I am a senior member...but this guy is 20 years my senior and he is a lower rank official...should I speak to him in anyway that I want even if he is in the wrong?...I still needs to respect you...if we can have that DCS will be a far better place. If we can come to stress levels...why people are stressing here...[Pause] I said to myself I was 10 years in the Department and I never stressed. Why? You got people going off on stress, they don't come to work. Than I said to myself but the reason why officials stress...this is my own opinionion...is that we tend to make things part of our lives that shouldn't be. A manager comes and he victimize you bluntly in front of lots of members...now you can stress because you want to address him in a certain way but you can't...he is your superior...and if you address him in the way that you want to address him you will get charged...that is how I see this...that is why I said I also stress...I stress this way...if I can say to him...man the way you are speaking to me is the way I will speak to you...so if you don't respect me don't expect me to respect you...I mean this is part of life. Now lots of members

have maybe problems in their marriage...my own problems...and I come to work and I have work problems too...I have offenders...maybe I am smuggling...I can't produce to the offenders...but I am getting paid...now I am stressing...stressing on my wife, my wife puts stress on me...now I am here and my manager will call me in...listen here there is this allegation...there you go off...than you go to see a doctor because you are stressing...the other way is also true...I am at home...my children is busy with drugs, I don't get help from the community...things are disappearing in my home...now you come to work...listen here we are you not at work, you are always late. They don't ask listen is there a problem. How can I help you? I see at numerous occasions you don't show up for work....you don't call...listen you need to call...if you don't want to speak to me I can refer you to someone that you can speak to in confidentiality just for you to get help because in the long run this problem will come back to haunt you. That is one way to stress. Another one is also I am at work...management always see fault in me **[Pause]**. People can walk pass them...up and down...if I come out...you always here, you always do that ...why are you not at your work place...he doesn't even ask...now you tell him you are talking about me but what about this people who are sitting here? They are five here and none of them are at their work place. But you always come to me. That also brings stress...than tomorrow I am not at work...you can bank on it...I won't come to work...I will book off sick for the following week...next week you will see me...now the other members also stress because we are shortage of staff..and we can't open 4 or 5 cells, we can only open 1 cell at a time...the offenders are stressing, they want to go out but the security is at risk if you open all the cells because of the fact that 4 or 5 members are not at work. They don't go and talk to that members...asking them...what can we do as management to help your situation because we need you at work. If you are at home you are at no use to us...we need you here because if you not here those members there is more pressure on them, more work to be done for 2 or 3 members. We get situations where members book off sick at night...4 or 5 and we only have a few members...now all the basis needs to be covered...those members are stressing because we have to phone people to

come and work. A manager addresses a member in front of the other members ill, do you think I am coming to work if you need me? Oh no, you will see me tomorrow, I will be there when I am supposed to be there and that's it...the extra is nothing to do with me. So we don't have those members who are willing to come and do the extra for the Department anymore. There is only a few that you can count on...but you can count them by hand. People are stressing left, right and centre about small stuff that could be prevented even if there was only an ear to listen. Coming to the EAP...I don't think that work.

Interviewer: Why not

Respondent: [Pause] The EAP member sits here...she has got an office here at the training centre [Pause]...we are working in that environment. She doesn't know what we are dealing with on a daily basis. When you come here with a problem you will speak to her [Pause]...she has empathy for what you are going through but she doesn't see the real thing. If she or he can come in here and work maybe one or two days inside the court yard and see what the members go through [Pause] than make up your mind than [Pause] Than when the problems comes to you you know exactly what the member is talking about because you were there in that same environment where the member works. Now they are are pulling the EAP out putting him or her in a safe environment here [Pause] that is all you do...you sit here...I am not sure what her whole work entails...maybe she has lots of administration things like that...so I don't want to disrundle her position...but it would be best for the staff is she could be amongst our members and if needs be if there is a problem than you can allocate a place...go there I will come there...so it would still be condfidential...but you had the experience what lots of members are going through. Go to different places and see what members are doing...make yourself available...make your face presentable to the members so that I can know who the EAP is.

Interviewer: So haven't you met the EAP?

Respondent: We know her face...we know the face we know the name but I don't know the person. For me...to open up...I want to know you...you understand...because I

am coming with information that is...uhm...personal in nature...you understand...to me it is very important that what we discuss should remain between us...if anything leaks I can't trust no one. Our trust as members is not here any more for DCS. We don't trust one another.

Interviewer: Would you go to the EAP out of your own will if you have a problem?

Respondent: I won't.

Interviewer: Why not?

Respondent: Because I don't trust that the information that I will share with her won't be confidential at all...that is my opinion.

Interviewer: Even if she guarantees that the information that you share will remain confidential?

Respondent: I don't know her...maybe I don't have grounds to say what I am saying...but experience have taught me...don't trust people...trust you should earn that in my books...you can't even trust me...I must show you that you can trust me. Trust is something that is build...and trust is a serious, serious violation here in DCS for me...according to me. I know this is only my opinion.

Interviewer: Are you referring to trust between co-workers and trust between management?

Respondent: Yes. I am really honest when I say I don't know that EAP. She is new...she is a few years with us. She was only twice at the centre where I saw her. She came there to address us in the beginning and the second time she had a skills training that she had to do...I believe she had to do that...uhm...because she never came here again according to my knowledge.

Interviewer: Do you think she market herself properly?

Respondent: No

Interviewer: Would you say she is visible?

Respondent: No [Pause] I have to say to you it's almost been a year and a half since I have been to the training centre. This is a training centre...listen to the word

training...it's been a year now since I have been here...it tells you...did I ever undertake any training from the beginning of the year? What is been done to develop me? If I can take certain officials...and this is the truth according to me...some of them are being developed at a fast pace and there is some of us that is not developed at all [Pause] so that is also a problem.

Interviewer: Why are you saying some members are developed at a faster pace than others?

Respondent: Uhm...there is members here that still undergo training and...its training that has merit. You get a certificate that you underwent this thing. My last training that I remember [Pause]...I don't want to lie...it was a skills development training. There are guys that have 3 or 4 certificates after that period where I still have that one...that is what I meant...and some of us are being developed on a more faster pace than others...yah we all have work to do but we all have to grow also so you can't just take one...this is a serious problem that we also have...the development of members...we fill in year by year annually your development needs...and there is only a few that needs are being dealt with.

Interviewer: Is the EAP service accessible to correctional officers?

Respondent: Yah, because of the fact that she is here. There was a position and they filled it...because it needs to be filled...but it is another thing that DCS can tick off. If it's helpful, I don't know. I don't know how many members she helped. I can't really say.

Interviewer: Do you think members feel free to go to the EAP practitioner?

Respondent: I don't.

Interviewer: Why not

Respondent Uhm...I just don't feel comfortable sharing personal information with a total stranger. So I will never go to her. I am not sure how I will feel in the future...if the need arises I am not too sure that I will speak to her I will rather go to a private person. Someone outside...someone that doesn't have relations with DCS. I will feel more comfortable even with that stranger...its wrong I know...but that is how I feel.

Interviewer: Is it because of the confidentiality issue that you have?

Respondent: It's a big thing for me because [Pause]...she can go to the people that you have problems with on behalf of you and DCS...but I don't have trust...you can say that I have issues with trust...but my experience has taught me.

Interviewer: Do you think there is a stigma attached to the EAP service?

Respondent: Absolutely. That is also a factor. People will label you for being at the EAP. They won't speak about it to you but the noises there...the noises are there...even if you go to a psychologist outside [Pause] and you come with a letter here that he or she has put forward for a certain reason...you can't go to work...you will hear certain things that people say...but once again its how you are raised your upbringing and how your character is build incertain ways that you don't need to hear or listen to what they are saying. If your character is strongwhat they are saying won't hurt you...but there are certain issues that you don't feel comfortable addressing with other people. I am not even comfortable going to the Area Commissioner anymore.

Interviewer: Do you still consider your work as correctional officer as a challenge?

Respondent: Yah. It's a challenge but one that I will take on anyday because we know from the start...you now exactly what you put yourself into when you come to DCS. We learned at college that this is no place for someone that doesn't have a heart. You have to move into danger and out of danger. So there will be challenges all the time at DCS. How you deal with that problem will make you stand out in the crowd. So challenges...I just need to figure out a way to get deal with it...to get solutions for myself...that is how you grow as a person...making conversations with the older, more experienced members. Learn how the number works...the number gang...this is the most important for us in the Western Cape...number gang is prison...nothing else...so you have to focus on that...you have to learn how it works...and you have to respect people. That guy that is in here...he is here because he has done something wrong...but that something wrong you have done on numerouis occasions in your own life...it's just because you were not caught...and that guy who is an offender

even he can teach you something. Some of them...not all of them are here because they have experience that brought them here. You also have your experience but now what happens is that we need to respect one another.

Interviewer: What motivates you to get up in the morning and perform your duties as correctional officer?

Respondent: My family first and fore most. I have an obligation towards my wife and my kids...as I was brought up the husband works for for his family and that makes me to come and work everyday. I don't get tired...I don't moan because I have to come and work. I deal with the problems here that is why I don't talk to my wife at home about the problems that I have here...they don't know. Maybe its wrong...maybe I should open up more to her...maybe she can also help me...but...uhm...I just think that the lesser she knows about DCS the better it is. What makes me to get up in the morning and to come to work do my work is my family first and secondly I love working. I come here knowing that I can change some body even if its only a small conversation with an offender even with a member...sometimes you don't know how the Lord works...He works in mysterious ways. Sometimes your work is not even with the offender for the day...it's a member that you have to uplift. He is being sent by God to you for an answer. You don't know what his situation is but you are giving him the answer that he needs.

INTERVIEW 04: FEMALE PARTICIPANT NR 04

3/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: Uhm...I started in 2005 neh...so is around about 12 years neh.

Interviewer: Why did you choose this specific career?

Respondent: To be honest Neh...like you know mos when you grow up you don't want to be like that or you don't want to work there but according to your status at home you apply. So it was not my motive to come and work here you see. I was not in my mind.

Interviewer: So you applied and you were lucky?

Respondent: Yes and I only applied once. I had one application.

Interviewer: What does your typical day as a correctional officer look like?

Respondent: For the first time neh... you know if you are not working in that environment you don't know, you know nothing what is going on there...that you have criminals what what what what and then like the first time...I was there by the college mos...so I came from the college to come and work here and do our practical...like it was yoh...those people...and that day at the old maximum...that day they did their exercise...so on that day in that section there was about 400 plus inmates...it was orange...you see only orange...and then you were thinking yoh...because they are telling you the stories at the college...they can do hostage, they can do whatever at any time...so everytime that you are coming here they are saying you must be alert...Don't go alone, is if you are working on the streets...anything may happen. So the first day when I saw them I was shaking [**Pause**] because it was our orientation. So all of us we were so nervous [**Pause**] its for the first time...than as you are used to it now at least you are more comfortable...these people sometimes [**Pause**] if you are treating them like you are so rude or so whatever...they can be rude if they

want to...but if you have a right manner to talk with them they will understand you...but don't be relaxed and say okay they understand me...they can change at any time...but you have to be careful...so sofar for me from that time until now **[Pause]**...I enjoy my work now...so I know them...like if I don't understand something you have to ask someone who knows. You can't say you know everything. **[Pause]** So sofar I don't have a complaint about my job. I enjoy it...because I learn different ways of people, different backgrounds, different language....they have their own language mos. You can observe...oh this one...I think there is not something right today because he is not feeling well...because if you are working with people you know when something is wrong...she or he doesn't act as usual.

Interviewer: So will you say that you learned human skills or the skill to work with people through the years with your interction with the inmates?

Respondent: Yes, through the years a learned human skills. Fine they are rapist, they are murderers but you can't judge them because if they are here they are mos already serving their sentence for that crime so you can't say everytime when you see these people ...hey you are a rapist, hey you are a murderer. At the very same time as well you are rehabilitators...you have to rehabilitate them...okay his made a mistake but he can improve and be a better person when he go out.

Interviewer: What kind of activities do you do to help the offenders?

Respondent: Like sometimes...uhm...they can observe...they can see you mos...sometimes you...we used to work inside the centre so we can talk with them **[Pause]** when they are playing soccer you are there...you see...if they want to phone they will come and ask you if they can use your phone...sometimes in summer we are buying cooldrink than we give to them...like for instance we are gaining the trust from them...they can see we not judging them...because in this old maximum centre at least we had that moments with them...but now with this new centre its different because now the ladies can't go inside because of the showers and the toilets that is the reason...So its respect because they are

males...there a no females. So with this new maximum centre we are only working in the control rooms [Pause]...so we don't have that contact as we had in the old centre...or the interaction with them anymore.

Interviewer: Is it frustrating for you not to have contact with the inmates any more?

Respondent: To be honest sometimes it is frustrating for instance now the ladies they can book at the control room we are 4 but the computers are 2. So just imagine...you sit there you are doing nothing...you sit here you are getting bored...you are getting tired...you see...because now in this one they. But the interaction you don't have it anymore with the offenders.

Interviewer: What are the daily challenges or stumbling blocks that you encounter in your work?

Respondent: Like as I said our managers...maybe they are very careful for us the ladies...they don't give us opportunities [Pause] to work with the offenders like to be the case officers...because it is boring to work at the same place every day...like the control rooms...we are only opening the doors and further on we are doing nothing [Pause]... so that is my problem.

Interviewer: So the lack of opportunities is for you a problem?

Respondent: Yes.

Interviewer: So is no women allowed to be a case officer?

Respondent: Yes, at that new centre no women are allowed to be a case officer.

Interviewer: Is there any other challenges that make your work difficult?

Respondent: There is sometimes...you know mos of the race issue...for instance neh...at the key control...I am lucky because I am a very active person, I am an observant person and I don't hold grudges...if I don't understand or what so ever...I would like to come to you and say...hai man this one and that one is doing this thing but when its that you are not talking, you just keep quit...which is unfair. Sometimes at the key control neh...where we keep the keys...the people who are allowed to be there is only those who have authorization, those who are

working there...its fie neh...so sometimes the managers [Pause] like the coloured ones...if maybe I am sitting there working there maybe I am eating with my friend...they will come...but you know the rules...this one and that one is not allowed to be in here because of the keys...they don't have authorization the be here...okay its fine I know that rule...but if it's a coloured girl who is working there they will be 4 or 5 people who is sitting there without authorisation...they just pass and keep quit. So the other day I just watched and said to him but I don't understand you [Pause]...when I was sitting here with my friends you said they are not allowed to be here...I have to go out...but now since 2 days. Another thing is our managers they don't take advice from us the lower rank correctional officers. The only ideas that are right are from them. Like in my division...I am talking about myself now...we are only 2 members who have authorization to work at the master key control room. I think 3 months ago I asked our manager...meneer you went there to check the books inside...so you were like talking and discussing you see...meneer there is something that is not right in my division. If Mr so and so is not here and I am not here what will happen here? Maybe I am on leave...maybe he is on leave...if got emergencies at home or my child is sick or my mother is sick or myself get sick suddenly...so what will happen? Than he said okay is fine you said you need more guys inside but you are a lot of ladies here who are running around. I am willing to train someone for a certain time for the emergency stuff. Something can happen here and than what...he only said I will come back to you. I said to hom in that old maximum centre...by the time I arrived there they trained me...in our division we are more than 10 people who had authorization to work there...and in that old maximum centre there were more keys than this new maximum centre because in this centre you have to give the cell keys for everyone for sections...you have to keep the masters...like there were over 100 keys per day you have to hand over, you have to wright it down in the book...it was a lot of work. This one in the new maximum centre...its only 5 keys...its not a lot...so I said to him...I adviced him...take those people who were working there and use them here again. He said no he had a lot of excuses. Last weekend it happened...it was 3 months

ago than I was on leave...that guy reported sick...they were phoning me now. I said I won't come in. If I came in he would not have seen that there is a need. It was chaos...it happened on a Friday and then on Saturday I decided to come in to work. So that is my challenge. That is a problem because if you come with ideas they don't want to listen to us...and that is a big mistake. Even for instance it may happen...you are a good worker...you don't report sick at any time, you don't take leave [Pause]...something came up now...or maybe you want leave...that is a problem. They will say no you can't go on leave [Pause]...and then you will say to them...you know what neh...that is why sometimes you say to yourself I rather report sick and not come in to work...whereas my appointment is at 13h00 and you say to yourself let me go to work and arrange to go at 12h00 from work...and they say no...so now I only have one option...you just report sick and don't come to work.

Interviewer: How do you deal with these challenges that you experience?

Respondent: Eish...we are fighting and fighting. We just do what we want to do [Pause] because now the problem is that when the other division came in he doesn't even talk. He doesn't even tell them the changes...that is our problem. We said we don't have a problem about the changes but why do the changes only happen when it's Friday when our division is working. When the other division is working he just keeps quiet, you don't see him, he is just sitting in his office. That is our challenge. Another challenge is that management will falsely accuse the members and rather believe the offender.

Interviewer: What impact does your work and your work environment have on your well-being?

Respondent: Sometimes I am very frustrated...but to be honest if for instance I was sick...I was diagnosed with TB 2 years ago...so I didn't know I had TB...so luckily I got sick at work. Management supported me a lot during my illness. Since then...I was off sick for 6 months...when I came back management would check on me every day. They would ask if I am drinking my pills every day...and management even decided that I won't be working night shift any

more. Like if you are sick and you tell them than they don't have a problem...they support you...they even give you transport to go to the doctor if you are sick.

Interviewer: Do you stress as a result of the challenges that you encounter at work?

Respondent: I don't have stress because I am a talkative person. I don't do stress...if I don't like something I will just tell them straight forward I don't like that stuff. I am a straight talker.

Interviewer: What have been your experiences of the EAP that have been offered at work?

Respondent: The EAP...she is a quite person. She can understand.

Interviewer: Have you used the services of the EAP?

Respondent: No, because she came to work very recently at our Correctional facility. But we attending the same course for the whole week at Allendale...so the way she was presenting the course...I could see she is the right person for the job...because when she was standing in front everyone was paying attention to what she was saying because she has got that voice.

Interviewer: Do you think the EAP service is visible?

Respondent: Yah she normally came to our centres...she will come and address us...but you know correctional officers...They will make remarks...the EAP... I won't go there...I am not mad. You know mos us. Is a part of your job mos you have to go there. The perception of correctional officers of EAP is you are not a good worker...maybe you are stressed you go there. They understand in the wrong way what is the meaning of EAP.

Interviewer: What is your understanding of the EAP?

Respondent: I see the EAP as a psychologist here at work. You just go there and you talk...you know mos the rules...everything is confidential...it's only between me and the EAP practitioner. The others understand the EAP the wrong way...they are teasing one another. Like for instance in prison everything is a joke. I can fall or faint and they will say shame but when I come back they

will tease me about it. They will give me the support when something happens but afterwards they will tease me. They are like school children...they joke every time.

Interviewer: Have you ever used the service of the EAP practitioner?

Respondent: No

Interviewer: Will you make use of the EAP service if you have a problem?

Respondent: If I have a problem I will go to her.

Interviewer: In your opinion is the EAP service been marketed appropriately?

Respondent: Yes...maybe its me because we are staying in the same single quarters...but she usually train in the training centres...that give the EAP programme there...than she will say if you have problems my office is at the training centre and here is my office and cell number...I am staying at the quarters so if you need me anytime I am available.

Interviewer: Do you still consider your work as correctional officer as a challenge?

Respondent: Every day is a new challenge. Everyday I learn something.

INTERVIEW 05: FEMALE PARTICIPANT NR 05

3/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: 19 years

Interviewer: Why did you choose this specific career?

Respondent: I wanted to be a correctional officer [**Laughs**]...really...it's just a dream that realised for me...really...because I wanted to be. There was a lady that stayed in our street...and that time they were still wearing...uhm...that cappie...I just admire her in her uniform and what also attracted me to the career...I wanted to work with people...do you understand? I wanted to be involved...'why at you here?...Why did you do it?' [**Referring to the inmate**]. It actually attracted me to the career and I am very happy in my work...really.

Interviewer: What does your work entails?

Respondent: Like me...if you have a lot of years in the service than you can later do office work. I am a logistics clerk and I order the rantsjoene of the inmates...that is now stuff like their food...I order the whole of Branvlei's food supply...their vegetables, fruits...everything that is needed to prepare a meal for them and so on...and I also order the clothes of the inmates. I also order the uniforms of the members. That is what logistical clerks do.

Interviewer: What do you do on a typical day?

Respondent: Every day I have orders that I have to put through...you understand...than when I get to the office than I start with my orders...especially the rantsjoene is very important...it comes in daily...and I also order the stationary of the entire Correctional Centre and all of that stuff we do...even assets also...stuff like furniture if we have to buy new chairs or if we have to wright off chairs or other stuff...everything.

Interviewer: How many staff are you that do this specific job?

Respondent: It's only me and my supervisor. It's only the two of us but we have someone now that helps out. So at the moment we are 3.

Interviewer: What are the daily challenges or stumbling blocks that you encounter in your work?

Respondent: Not really....[participant seemed a bit unsure].

Interviewer: So there is nothing that makes your work difficult sometimes?

Respondent: What makes my work a bit difficult for me is the kitchen staff. If they don't hand in their orders in time...you understand...like our systems close on the 25th of each month...than it closes. It closes for us which means we can't capture orders anymore and than we have to wait until the 1st. Now the kitchen staff...every month they forget and than they put in orders on the 26th...and it's food for the inmates that must be ordered, they must eat...than we can do nothing, we can't capture it...than I send them back with that logs...because why if I sign for that logs...and they find the inmates doesn't have meat or any other rantsjoene than they can say the logs is already with me...but they know I can't process it but I have ticked it off. Than I send them back and tell them to keep it until the 1st...and I tell them the system are closed up until the 1st so they have to keep it until that time...and if there is enquiries than they have their logs and stuff and than they have to take responsibility for that. Now that is what frustrates me a lot because they know the system closes.

Interviewer: Do you also have contact with inmates in your work?

Respondent: It's only on weekends when they receive visits from their families. If I work at visits that's when I have contact with them and than I would talk with them.

Interviewer: How do you find this part of your work where you have contact with inmates?

Respondent: I must say I enjoy it because my point is when you have respect for another person that person will also have respect for you irrespective of the circumstances...because stuff happens so easily...tomorrow I can also be in that orange clothes...undertand so I must treat him [Referring to inmates] with respect even if he did something wrong.

Interviewer: How do you deal with these challenges that you experience?

Respondent: Yes [Laughs] If I had a difficult day at work then I will talk to a colleague or I will talk to my supervisor...and then my supervisor will make a suggestion that we do this or that or we must go and see someone up higher [**Referring to an official on a higher rank or managerial level**] and then if he takes me there then I will tell them my problem. And sometimes I will talk to my colleague and afterwards I will say I was angry unnecessary and here everything is fine again and a solution has been found. But you know most one gets frustrated and so on...but I will always ask him [**Referring to her supervisor**] because I know I can talk to him and open up and everything and he has about 30 years service and he provides me that guidance...and he is not a person that has been involved in disciplinary actions against him [**meaning he was not involved in disciplinary hearings at work**]... that's why I am also like this...because he taught me to walk on the line and to make sure that I always do my work and that I do what is expected from me...see.

Interviewer: For how long have you worked under this specific supervisor?

Respondent: He is my supervisor for the past 9 years already. And you learn to know each other's ways of work if you work together for such a long time and the way he is...he is responsible...but I am also a responsible person you understand...because I don't like it to stay away from my work because I love my work...you understand...a lot of people are negative sometimes...sometimes I am also negative but then I will say here I am alright again. Because I take it at every work there is...uhm...stumbling blocks wherever you go and work and it doesn't help I you travel from work to work...because every work has got stumbling blocks...it has got its difficult times and also when things are alright again and so on...but as long as you do your job you will be 100% [**Knock on desk to make her point clear**] happy in your job...I really believe in it.

Interviewer: What is the impact of your work and work environment on your well-being?

Respondent: Silence

Interviewer: The impact includes your family life, health and psychological well-being.

Respondent: It doesn't have any impact on my family life. It's just sometimes that it makes me unhappy when I experience a stumbling block at work...than I would go home and I would tell my husband what had happened and so...luckily he is also in Law Enforcement and he also work under difficult working conditions...than he would give me advice and tell me talk to your supervisor...than I will tell him I did talk to my supervisor and he did give me a solution...than my husband will tell me its good that I did it like that and so...because I told myself if anything happens...a stumbling block or so...I don't want to get frustrated and do and say stuff thy I will regret...you see...than I will always say 'Lord please place a guard before my mouth'... or let me rather walk away before I will say stuff which I will regret later...if I am in my work environment...but at home I will be orraait and so...because when I knock off here [participants knocks with hand on the desk] at 17h00 when I knock off here...unless I have a problem at work...but I don't talk about my work and stuff...I would just tell my husband if something happened because I don't want to make my work and my work problems home...you see. I must say I have learned a lot at Correctional Services....it must be because...how can I put it...I wanted to be here [Laughs] and I love my work....but here is a lot of people...really...I have learned a lot from older members who already are on pension...they have taught me a lot about Correctional Services but I have also learned to be humble...don't come here and act as if you have 20 years of service or that knows the correctional center...in my 19 years I have learned and I am still learning...I am prepared to even learn more...really...and this is also how I keep my stress levels low...but I won't say I never experience stress...I sometimes have stress...but it isn't so bad that I would consider myself a stress case. If you associate yourself with negative people than you also become negative...I must say I am a very positive person because I won't allow another person to influence me negatively...I will sommer tell you 'You are negative, just go somewhere else'...and you know how some people are at this place...if they bumped their head once with a member of management...the head or so...than that person will only be negative and so on....than that person will tell me something than I will say for example 'But you were wrong,

because you know you should have called'...and when I made a mistake and they call me in than I would say 'No sir it is like this. I am sorry, and it won't happen again'...acknowledge when you made a mistake because that person will just have more respect for you....one must admit when you made a mistake...and especially when I made a mistake with my work...with rantsjoene and so...maybe the kitchen ordered 10 and than I captured 100...than I will admit that it was my fault....but it just shows that I am working because I also make mistakes [**Laughs**]. Just be honest with yourself and than you will be happier where you are...but every work has got its own problems and its ups and downs....everyone cope mos on his or her own way.

Interviewer: What have been your experiences of the EAP that have been offered at work?

Respondent: I think the EAP is something good.

Interviewer: So you have heard about the EAP service?

Respondent: Yes, I have heard. I haven't experienced marriage problems yet but if I do encounter problems in my marriage...I wouldn't discuss it with my head or my supervisor you understand...I would rather prefer to go to the EAP...where it's confidential and where I can open my heart with her...so I think it's something very, very good...really...it's something good.

Interviewer: Would you make use of the EAP service if you need it?

Respondent: I will make use of the service if I really have to.

Interviewer: Are you not concerned about what others might think?

Respondent: I don't care what people say or think about me. I know who and what I am and if I need the service of the EAP than I need it. I would rather go to the EAP than to talk to people because it doesn't stay with them. It is a good thing that the EAP practitioner is here. People can know I went to see the EAP because it has nothing to do with them. I am not worried that other people will talk....never, not at all. I will go to the EAP...I will talk. That's why they put her here...rather than go to an outside psychologist where I have to pay money. Because here is someone with whom I can talk to openly.

Interviewer: In your opinion is the EAP service been marketed appropriately?

Respondent: No, I think they must....how can I put it...I thought in the beginning she only were here if they suspected you of smuggling drugs...smuggling with inmates...if you had a problem...the EAP is only here for stuff like that and than they send you...but than I found out afterwards you can also go if you experience marriage problems or if something is bothering you...but you have to work through your head and so on. I think you have to write a report for your head but you don't have to provide a reason for your head...but I mean I will give him my reason because I don't worry about people. And something else is that the head that we have currently is very reliable...he is confidential and he is wise. But I would tell him that I want to see the EAP and give him the reason why. But I feel they must market the EAP more....especially amongst women...some of us don't open up easily....than we will walk around with this heavy feeling inside of us and so.

Interviewer: Where did you hear about the EAP service?

Respondent: I heard from a friend of mine who works with me...because I told her go and ask and find out if one can go with your problems...than she went to find out and she told me one can go with your personal problems. I don't really know the new EAP practitioner. She did come and introduced herself when she started working here and after a few months she came to our Parade to present a programme...but it had nothing to do with problems and stuff like that...but I only saw her that 2 times and not again.

Interviewer: Do you think the EAP service is accessible?

Respondent: I will say her service is accessible...and she also looks like....the way I summed her up...I would go and talk to her if I have a problem and so on... because one can see knows her story...she is not stupid...you know mos how our members can be...they sum people up and than they say 'What does she knows about EAP?'...but one can see she knows what she is doing...the way she addressed us at the Parade and so. I would go to her because she does look orraait.

Interviewer: Are you proud to be a correctional officer? Do you still consider your work as correctional officer as a challenge?

Respondent: Yes, I am very proud to walk in this uniform really...although some members dissapoint you so much....but with me it's like this is mos not me, it's you....because when I am wearing this uniform I feel proud in it...really...I feel proud of myself...because there is lot of people who desire to wear this uniform and than there is a lot who doesn't appreciate it. I consider my role in the outside as very important.

Interviewer: In what respect?

Respondent: In every respect...because I have never looked down on an inmate...and I am a very curious person because I will ask why are you here. I have a lot of respect for an inmate because you know...I mean for me it's only a person who made a mistake...and lots of us...of our family can easily land up here...that's why I will always have respect for an inmate.

INTERVIEW 06: MALE PARTICIPANT NR 06

4/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: Since 1992, 2 Januarie it will be 25 years.

Interviewer: Sjoe it's a long time.

Respondent: That's why my hair is so gray [**Laughs**].

Interviewer: Why did you choose this specific career?

Respondent: Where I am now?

Interviewer? When you started working as a correctional officer?

Respondent: Oh! Where I began as a correctional officer that time.

Interviewer: Yes, when you started as correctional officer.

Respondent: There was actually not a lot to choose between. I attended a Technical School and my trade was motor mechanic. I applied at big companies like Atlas and...uhm...PPC Cement, Mines, and Anglo Alfa Cement Mines for my trade as motor mechanic...or diesel mechanic...they call it mos fancy names like technician [**Pause**] and I didn't receive any answer. Everyone was just like they don't do apprenticeships and you must have experience...and coincidently there was Correctional Services, that time Prison Service, forms at our school HTS Kimberley [**Pause**]...and I thought let me fill one in because my older brother was in Correctional Services [**Throat cleaning**]...by than he was already a few years in the Service...and I thought 'Aag what the heck'...and I threw in...and I went on holiday after matric and than my mother called me and told me that Correctional Services was looking fo me and that I was accepted after my interview...and there it began. I than accepted... because I than called my brother... and told him they have accepted me...he said it's not a job for a young a guy but what else was there...I couldn't lay at home because

my parents was also struggling...and then I took it. I almost want to say out of need...and yes I am still here.

Interviewer: If you look back to that decision that you made to take the job, do you regret it?

Respondent: No.[Pause]...No, not for a moment, not where I am sitting today...I almost want to say in the happy space that I am in today...I won't call it a comfort zone...one fall mos in grooves and stuff...but my work that I do today is really my passion and my calling that I [Pause]...realised too late regrettably. But I don't regret it for one moment.

Interviewer: What do you mean that regrettably you found out too late that your work is your calling?

Respondent: I am working now with youths, with you people...and I was also a young man when I started working with young people...and I started in 1996 at the Youth Center...than I went to Correct final Services straight after I finished school...I was 18 years old when I started at Correctional Services...and yes I started here when I was 22 years old.. working with young people and that time it wasn't so important to me and I didn't really see the bigger picture behind it [Pause]...and until a time that I worked night and day shifts [Pause] and the night shift didn't work so well for the relationship that I was in at that time and just to recap the night shifts I applied for an than we changed systems from a ORP to Unit Management...and they needed Case officers and I also applied for the reason to get out of the night shifts...so my intentions wasn't so pure as I pretended it to be...an I did it but I hated it to work in a section with inmates...every moment that I received to get out, I went...you know if they were searching for someone who could I do escorts....that time I already had my government licence than I took a government car...which was nice, nice because I was out on the road...nice...and...until I realized one day but [Pause]...I enjoy it, you know... there are people in the sections...young men...uhm...who are glad to see me in the mornings...you know...and who I can help...and than my mind set changed a bit...and than I decided I can mean

something for someone and it felt rewarding...and yes...that's why I do it today and still with greater passion than when I started back then.

Interviewer: What does your work entail?

Respondent: Look, I'm an ordinary case worker...we have most case assessment officers and case intervention officers...I did all of that...I presented programmes...that time when we were in the starting years of ORP your Case officers were also the presenters...for your cross roads and your new beginnings and that type of programmes...you know the ordinary...it's not the therapeutic programmes because that was your work...the social workers and psychologists...but anyway what was nice for me is that I could relate with our people...I am talking specifically about the Western Cape...our coloured population...that is the majority here...so I totally understand where we come from and where we are heading and the social ills that exist and stuff like that because I have been in the business for a long time now...I understand the root of the evil and why children sit where they sit...as a result of specific reasons... but I did it all and I went through it and I went from Case officer till where I am a Case Management Supervisor today...it is a job that I have been doing for years now but didn't have the official position...but to me it's not about the position and it's not about the salary...I always say it and people don't want to hear it...I will do the job that I do for free...uhm... because I enjoy it, I want to be at work most in the morning, sometimes I can't wait to get to my work, which sounds strange for many of my colleagues...and...but unfortunately I must throw petrol in my car, I have a little house that I must pay, I like Beacon which is expensive so I need the salary...so yes, I am at that point where it's not about CMS or whatever for me, I am there...I am a confidant and a friend for that people who is under me and I also see them as my equals...that is now my colleagues that want to be with me with me..."you with me or you are not with me" you know...and it is very nice to work together as a team and I always say there is no 'I' in a team...I can now talk about 'me' and 'me' and 'I', 'I' but your team makes you. We are a very tight unit, 3 Case officers and a Unit manager [**Pause**] and we pulled this Youth Center together I almost want to say with our interactions with the youth, in the manner we work with them. We were such a team that they wanted to separate us at one stage because the other sections are

not functioning the way they are supposed to function. I almost want to say our section is a model section...no one will admit it because you don't want to be labeled of 'You are so 'kwaai'...you know most how it goes in the Department...'You are mos so kwaai' [Pause]...when another section had to be pulled together who said we are willing to move but we are not going to seperate because we are a chain we will only move over to the other section as a team...and we went over as a team...other people were shuffled a little, people that were a bit in a comfort zone were moved and so...and we brought that section to what it is today. Yes its challenges, there is a lot and I think the hours of your interview is not enough.

Interviewer: Tell me about the challenges that you refer to. You can talk as long as you want to, up until an hour. What are the daily challenges or stumbling blocks that you encounter in your work?

Respondent: I am going to be a bit scattered now, here and there, my memory is not what it's supposed to be anymore but [Pause] People who are not committed...like myself also in the beginning years...you become a Case officer for the wrong reasons...uhm...you intentions are not really to deliver a service for your cases but just to get out of night duty....there is different stuff but everyone have got their own issues...uhm...[Pause] like I said [Silence] if you have a team, people that support you and people that help you, it makes things so much easier. And sometimes it happens that I will stand alone and it's stressful.

Interviewer: What causes that you stand on you own sometimes?

Respondent: No aag it's simple correctional service stuff that have been an issue for a long time...it's member shortage for example...uhm...Case officer work is a very unthankful work...you don't get that recognition, not that I am looking for recognition...not at all...but it's hard work done correctional officer and you will know for every government employee who gets a salary for doing nothing...they get a nice fat salary...according to me too much...and that's why many of my colleagues don't agree with me that we get too much money for what we do...uhm...so you need people who is willing to do that extra...although it sometimes feel that I'm not doing that extra, I can do more

because it's sometimes only people that lock open and lock up, serve food...they don't want to do extra although our mission is to help people change their lives.

Interviewer: To rehabilitate?

Respondent: To rehabilitate. Big word! Also very debatable! I am not really a fan of rehabilitation...uhm...it is about making a change in someone's life...you know my job is very rewarding when someone slip a letter in my hand or they call over a year or 3 or 4 years and say 'Sir it's me, Joey Burgmeester from Veldrif and I just want to tell you that kicks that you gave me it helped' 'Even that kicks under the behind was my wake up call'...that make everything for me, if there is one or two who I can help, can support. That's my reward that I get...uhm...but each correctional officer is most not in the same situation as I am in. You have your domestic problems, your family and relationship problems, you have got your deviations like alcoholism, your compulsive gamblers, your sex addicts which are all forms of self killing...it just takes a bit longer.

Interviewer: Is the domestic problems and the deviations that some correctional officers experience as a result of their work and work environment?

Respondent: Yes, definitely. I believe in it. I can speak about myself. Fortunately I have a very good psychologist and that is my sport...I play golf [**Pause**]... it's very therapeutic and it taught me a lot about myself, to work with other people...uhm...patience...keep you feet firmly on the ground, tolerance, human relationships and social skills...I am talking about me as a person.

Interviewer: Is that aspects that helped you in the correctional services environment?

Respondent: Yes, it helps a lot especially neighborhood young people because they make you tired. It's exhausting...youths...as I said I were at that stages that I decided that I want to throw my hands up in the air and say 'Sorry, I am done' which many officers have done already...you know you go to a psychologists and say sorry I can't handle the pressure anymore, it's bad, and you sit the whole day on the post of you work night shift or try a book you on a team of you drive a

government car the whole day. I can also do it!...but I feel I neglect, there are people that I will leave behind...there are people that have a need, there is a great need for our people in our centers...and... I just feel that I am getting paid to help people, I must do it!...maybe it's an old Afikaner mentality that you have to do your work if you are getting paid to do...but yes....like I said I can't speak for other people, I can just speak for myself. My psychologists, golf course...yes I also feel that I have to go and speak with someone at one or other stage because one can't be always so up beat, it's difficult. So that's how I feel, I am positive and friendly and I always smile and I am decent and I have good manners with my cases and I expect the same from them... and it bounces back from each other...in that way you infect the one and the other one and later on you have them also on board....aag and simple stuff like be honest, don't tell me a lie, I won't tell you a lie and I expect the same from you...so one try to set an example which is difficult...I am no Angel, nobody is...and what I also try to teach them is that everyone makes mistakes...you know it's not only your fault that you are in the correct center...yes the decisions that you made...but it's not just your fault there are other factors also. Your study maybe is about the correctional officer but for me it's more about the core value that I am here for, in my case...to help people.

Interviewer: So do you feel you do your part to help people?

Respondent: I try! Like I said, I try. It's not the same every day, there are really days that you sit your bed in the morning and think **[Pause]**...that is what many correctional officers do...What will I say today so that I don't I have to be there tomorrow...you know...am I sick today, or must I take my children to the doctor...you know anything...uhm...just not to be there. I was also there! But than you look yourself half in the mirror and that guilt...in the first a place you desert your team, there is a lot more presurre on the people that work with you in the unit **[Pause]**...you know you drop them in a way, so you conscience bothers you in the first place and on the other side **[Pause]** the self motivation that you have to apply and say to yourself 'I can mean something for someone today'.

Interviewer: What are the reasons that correctional officers are looking to excuses not to go to work?

Respondent: There is a lot of personal issues [Pause]...relationship problems that surfers through in your work...I have seen that a lot, every day...like I said are me also...I am not squeaky clean and I also have my up and downs but I can't bring it to work, I can't come and shout on someone else at work because of problems at home...even if it's financial or relationship problems...and I often find that these problems influences our work and work environment...an the way you deal with it... and than we get to our financial management...uhm...alcohol and drug related problems, compulsive gambling...its no secret that many of our members go and gamble their salaries and money out in the casinos, or waste it. I have seen a lot of my colleagues going through difficult times and some is some is just attention seekers...it's just a way so that others can feel sorry for them. I have am working with young people who have manipulated for their whole life and...uhm...looking for attention and wanting attention...but sometimes it's for the wrong reasons...especially members that struggle with alcohol...and they get help and than they fall again and wants to be helped again...and at the end it's all about yourself and your own will power. I also could have ended up there and I believe I was also there once! But your psige must be right.

Interviewer: What made you land up there?

Respondent: The balance! [Laughs]...the balance is my sport, my people's relationship which I think is one of my strong points, how you go around with your co-colleques of all race groups...uhm...it's a big thing...still in our country and in our government departments, everywhere is respect for each other's culture important. And that brings me to people who's hunting for positions...they hunt the money, status but the physical work for which he has been appointed is not been done or they can't do it. I have come through years that we had to do other people's work for them [Pause]...make them look good. Because I have been so long in the business, I know exactly what to do and what is expected from me...and [Pause] someone that doesn't know what is going on [Pause] can come and tell me or talk and I won't be rude but I won't take it

seriously because I know what I do...I have my finger on the pulse...and I had 140 youths in my unit which was originally built for only 72 youths at one time.

Interviewer: So overcrowding is also a problem at the Youth Center?

Respondent: Yes, there are a lot of reasons that lead to work stress, to your cries for help because I can't anymore, I am stressing, I have depression and anxiety or whatever. I am not saying that it will get better, we have to face it...we can do research and we can appoint people but it won't become better....the reality is that inmates will just become more and more and the people that must do the work or want to do it...there isn't a lot who wants to do it...it will become less...I am fine with it...I know it's coming, it's already here!... understand...for me it's orrait...a lot of other people differ with it...so a manager or someone who will address me "Yes sir, I understand and I am sorry" but I am not going to...I know what I am doing, at least I still try because one can get negative so easily. I am doing my best or I do what is expected from me and I also do stuff that nobody knows about and see and I don't want to be seen...and it does brings you down sometimes. The people doesn't really know what you are doing here and than they want to come and tell you how you must do your work and what you must do....but once again it me...there are people that must be addressed, there are people that must be constantly sensitized... it's understandable. Small stuff that is important to me and it frustrates me sometimes, luckily I am a government employee and I understand it...while other people don't understand it.

Interviewer: What have been your experiences of the EAP that have been offered at work?

Respondent: EAP. I have attended a financial management group session and I am not an expert but I believe that it's people that come from the outside who was awarded a tender, they are getting paid to do it so it's a diluted thing. So I attended such a programme which was nice and good but **[Pause]** personally I mismanaged my money and I have dealt with it, I made peace with it...I get by on my own way...there is people that really need help...but I feel a one on one individual thing would have been better than group sessions were you are labelled 'Are we all here because we have so much bad debt or all the loans

that I have made or they are looking for me because of all of my debts or loans'...so that's an uncomfortable situation that they create.

Interviewer: Are the people who attend the group sessions specifically identified for it?

Respondent: No you are identified...but I am talking about a few years back, I don't know how it is done now. I don't know at all how the EAP works.

Interviewer: So you never had experiences with the EAP?

Respondent: None so ever.

Interviewer: What do you think of the EAP service? Would you make use of the EAP service if you have a problem?

Respondent: What are their qualifications?

Interviewer: It's qualified social workers.

Interviewer: Have some of you colleagues made use of the EAP service?

Respondent: Some of my colleagues have been referred....when we didn't have one they had to go another management area's EAP to the people who struggled with alcohol and who's job suffered as a result of it...you know the employer must intervene in order to say they did try to help when it comes to dismissals...we did send him or her to the EAP. So I understand the formality behind it, it makes sense for me. The service that you get out of it...I know there is people who went for it...uhm...a lot of colleagues think most 'I am most not crazy, I don't have a problem' that is most the first line of defense...and now I am identified and obviously I am put in the spotlight, being labelled so I can understand that it is a difficult story for some people...other people will see it as a good thing...so I think you will get mixed comments about that. I personally have never made use of the service.

Interviewer: Do you think you will make use of the service in the future?

Respondent: I play golf! **[Laughs]** I am alright. I have a medical aid fund and if I must I will go and speak to a psychologist...because like I said your work is stressful...uhm... especially when you try to do your job right. It's bad you

know! I never in the past looked forward to my off weekend, you know it wasn't an issue for me because I enjoy my job so much. Now it's getting to that I am looking forward to my weekend... because you need that clean break.

Interviewer: Is it maybe because your work is mostly administration related?

Respondent: Aag you must do everything. In our environment...you now you are actually a correctional staff member, you just have to help with correctional intervention, with cases, and than we have a security leg. Are you familiar with correctional services?

Interviewer: I haven't interviewed someone that works in security yet.

Respondent: Good luck [Laughs] That's the people that must everyday...today you are in this section, tomorrow you are in a a different place, the day afterwards you have to go and sit on a tower post and the day afterwards you have to go and escort people to the parole board...and than you have your correctional personnel that work physical in the correctional center with the inmates that nobody wants to do...and it's maybe a big problem, because that is what we currently experience here with us...nobody applies for that positions because it's physical work...you know it's a lot of work and it's no secret...if you say Case officer than everyone ducks...so the people that do the work, do it because they like it or because they want to escape the night shift...and a lot of the members started like that...uhm...I didn't realise back than that I could mean something, I could do something for someone else but there comes days that you don't have a lot of security staff and then you have to physically do the security work in you section, and that is what we do from day to day...you walk yourself crazy to put people in and out and to escort people from one point to another because the programmes must continue....a social worker will look for her people and you can't tell her "Sorry Mam, I am alone here. You have to be strong, I can't help you.'...because she have her groups, she has mos her shedudeled times and the same with the psychologist, and the teacher and the Parole board...so you have all that stuff that you have to manage and than the CMC will come and they want to see the inmates...you have to make sure that that people is there and sometimes it's only me and than it will become a bit hectic, and it makes you tired and it becomes a bit stressful, there comes

times that you will be a bit harsh, I can't get angry but sometimes I get a bit sarcastic which doesn't suit me and then I will knock people down with sarcasm...sometimes they don't even catch it...because it's difficult to keep the balls in the air and nobody understands your situation.

Interviewer: Do you think the service of the EAP is accessible?

Respondent: I haven't dealt with her yet, she has been introduced to us one morning. We were without an EAP for a long time, I think it was years.

Interviewer: What did the members do who needed EAP services?

Respondent: If there were a need some of our people that had a problem went to the EAP of Breederiver Management Area or to Drakenstein Center.

Interviewer: Do you think that EAP is marketed adequately?

Respondent: Aag no, I think more can be done. I am not really interested in anything that goes on outside my section, important to me is that the people must be happy, their needs must be addressed...in more than that I'm not interested in...what I know is that she was introduced to us and I know where her office is and feel free to go...and I believe that the HR officer has a protocol to refer people to the EAP and I think it's part of formality because they are busy to move to a dismissal or to a suspension...but this is only my personal view.

Interviewer: Are you still proud to be a correctional officer?

Respondent: I am proud of what I am doing and I have a passion for what I do.

Interviewer: Do you have any suggestions to improve the working conditions of correctional officers?

Respondent: For me and I think for everyone it doesn't matter in which section you work...it doesn't matter what rank or position you have...for me it's all about the inmates, to help the people in your care...that's what I think our work is.

INTERVIEW 07: FEMALE PARTICIPANT NR 07

4/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: 10 years now in the Department. I was appointed the 1st of July, 2007.

Interviewer: Why did you choose this specific career? Any specific reason?

Respondent: I didn't choose it per se, but yes I applied because I was not working. I was mostly involved in NGO's, working for NGO's in the Southern Cape so when the opportunity availed itself than that's when I applied.

Interviewer: What kind of work did you do at the NGO's?

Respondent: I started working for PPSA, which is the Planned Parenthood Association of South Africa, we were doing reproductive health...and we were educating at schools an in at out of school young people also doing providing information on HIV/AIDS and TB and STI's also...uhm...working with the schools for...uhm... life skills programmes and stuff like that...uhm....and I was also involved with Kombinane, giving information about HIV/AIDS , mostly I was doing a field worker work where we were doing door to door, organising special events for communities also did a little bit of volunteer on **[Pause]** TB, DOTS where we provided TB treatment to people and monitored them.

Interviewer: What does your work entail as a Correctional officer?

Respondent: **[Throat cleaning]** As a correctional officer it's basically custodial duties, more of security internal and external but there are limitations with regards to females because we can't do courts, but sometimes yes they book us but it is a risk...so we only do internal escorts or sometimes escorting an offender that is going home or the ones that are going to be under equal supervision which is the nearest coming to corrections.

Interviewer: What do you do on a typical day?

Respondent: [Silence] Mostly it's handling of the case, locking in and lock up...but sometimes you end up doing something more because offenders sometimes they complain about members...sometimes they have family problems than they will sommer talk to you if they feel like [Silence] more comfortable to talk to you although you are not a relevant person per se but because they become more comfortable in sharing their problems as well and most of the times I was booked for night shift for 10 years...so meaning which while I am doing my security tasks you ended up now handling other complaints and requests which falls under maybe medical desk or social work problem because if you are for example at night you must take your rounds, move around , check if everything is in order...maybe you will see this offender hanging out of the window than you will ask him "When are you sleeping?" "What are you doing?" than here starts the problem...you find out that this offender have a huge problem and sometimes you will notice that it was arranged because in the morning the procedures is as follows...you unlock the unit, complainant request, they talk...but sometimes other officials they don't take it serious...and...uhm...I think the challenge is the experience as well...Those members who were employed long ago they don't mind about offenders!. It's like "Bandiet, stop it don't ask me what what'....and than you will notice that the newly appointees they have that...uhm...uhm...hart to listen to offenders...they will ask "What is your problem?" "Tell me about the family?" and stuff like that...that thing...Their is an imbalance with regard to old officials and the newly appointed with regard to how to you handle the offenders

Interviewer: Do you think it's because the old member didn't receive enough training to align them with the goal of the Department to rehabilitate offenders?

Respondent: I think they should have been introduced in the new model of rehabilitation. There were not at the college for 4 months like us and they were trained for example you find out this offender is working for 27 years in the correctional centre. When you approach him and say "Meneer there is an offender there that complains about ABC...they say "Nee, los dis 'n bandiet daai"you see....sometimes we can blame the military structure whereas the problem is by the member himself, because a problem have been raised, he must just

listen to what the problem is and refer that particular offender to a relevant role player if it's social work related matter or a psychologist related matter. According to me it has nothing to do with the way they were trained in the previously military structure of DCS they are supposed just to listen to what the complaint is.

Interviewer: Do you think that you have been equipped appropriately to rehabilitate the offender?

Respondent: No, not at the college because the first few weeks it's all about the operation of the Correctional Centre neh....and you find the second week onward it's focusing on shooting and maybe for a week you are busy shooting than some of us failed and than next week we must go again and the exam about how to use a fire arm and when....so the emphasis is not mostly on how to handle the offenders and stuff like that...there is a little bit of that.

Interviewer: Do you think that the knowledge that you have is sufficient to rehabilitate the offender?

Respondent: Based on my experience yes....but I know we are different even from the newly appointees...we don't see things the same...and sometimes we will talk to them and say "No man, you could've just listen to them. You know what, you complain about the behaviour of Room 4 but you need to find out what could be the problem? Because they shift workers they don't listen to there complaints and when you come in for night shift than you must be a social workers, you must be psychologists, you must be educators, you must be counsellors. We are doing everything during the night because for example that offender is planning to kill himself, than you start talking to him than you are minimising most the risk, meaning automatically you have moved now from security, now you are talking another profession you see...so we are also different in terms of that because some people don't have time to listen "Jy's 'n bandiet" Ah, they don't listen, you wasting time, he is looking for attention. They ignore sometimes what is going on with the offenders that's why I think they miss the whole thing....they ignore. By listening and referring to the relevant role player...I think that is what should happen, if there is a problem that has been raised we need to attend to it or refer the matter to the head of

centre but it's like everyone wants to be in charge, they don't listen. When the problem arise than you realize this offender was having a complaint a week ago, now there was a fight in that unit and that offender is involved maybe it's where the problem started...and the other thing that I think is a challenge is that we are not doing much with regard to establishing relationships with the families of the offenders that are in the correctional centre...so sometimes I think that is where the problems start...most of the incidents are linked to poor family relationships or contact with the offenders that are in the correctional centre....because they don't have contact with there families and there is nothing that have been done, they also sometimes don't open their mouths...so no one should be blamed for that...but I think if we can just listen to what the problem is because if it is a behaviour problem for sure it is linked to something...it doesn't matter if it's a family matter or it's about himself or herself or it's about all the experiences due to what he was doing outside but if we can just give them an ear I think we can make a difference in terms of rehabilitation processes.

Interviewer: What are the daily challenges or stumbling blocks that you encounter in your work?

Respondent: [Throat cleaning] With regard to my work?

Interviewer: Yes, with regards to you work.

Respondent: Sometimes I think management is a very big problem not being able to motivate officials or subordinates. The management style that the gentleman is using sometimes you feel like I not motivated to come to work tomorrow but it's all about you its not about him....yah so management is a problem...in Afrikkans they say "Hulle kyk by die gesig" sometimes...for example coming to the issue of saying I was working night shift for 10 years....that is too much! Where are the other members? Why can't they work night shift?... but even under those unhealthy environment I have learned alot with regard to that because what I did was to swap the negative to the postive by trying to develop myself and start to study...On that night shift that they are booking me I am taking my books!...that is the only way because in the correctional centre you complain and you complain they will label you as a women with an

attitude and you are influencing the newly appointees....so whenever you open your mouth they know " That one is going to influence these newly appointees" you see and there is no way that we can keep our mouth shut if we feel that this is really unnecessary....and you can't mos rely on filling in grievance documents....sometimes you look at them and feel the only way that will take my out of this night shift for 10 years is to study further...there is no other way, there is no other weapon that I can use against these people because they support each other mos...you will think that Mr X who decided to book you that particular pattern and than when you speak to Mr X he will say he will speak to that one and take that one out, than you will see that this thing is coming far let me sommer keep quit and work...so a big challenge is the way they manage the centre, the management style that is been used by the head of centre who is not supportive is a very big challenge.

Interviewer: Do you experience so similar problems with supervisors in the centre?

Respondent: The supervision style in the correctional facility setup is a bit different than other components....he is not doing much, he is only there to sign the documents when you are being charged and when you are facing disciplinary steps otherwise he is not doing much...only also when we are completing that performance appraisal booklet that's where you will see him with a black pen asking you to sign here and there...so they don't have much influence to the management.... they are there only for admin purposes and when you are found guilty of something than you will see who your supervisor is and because they instruct him "Charge her, charge her" so for me they don't have much influence...they are not giving that platform in any way. What I experienced in the Correctional environment is that the attitude for example neh...when you report sick in the correctional facility they willl say to you are a front maker...they didn't even visit you in your room to see how sick you were it's like a motto from the correctional centre if you are not on duty you are a front maker....so they do 't check what is bothering an employee...that is the only challenge I see....they don't follow it up, they just count how many days that you will be receiving an unpaid leave and than when are you going for a disciplinary hearing they do bother maybe that problem is a personal problem with regard to your wife cheating or something else but according to

them they will say it's a front maker they don't want to come to work. They don't follow it up!...so I am not sure who's responsibility it is but I know they are supposed to have an intervention with regard to that even if it means they must refer the person to the EAP but yes we are having an EAP at some stage people are being referred to her but I don't know after how long...I don't know when do they start with the intervention....so what is killing the officials is not having the support from the managers and not being appreciated for the good things that you are doing and it's a challenge and people are so demotivated, they just come to work for the sake of coming knowing that at least on the 15th there will be something in my bag and really it is destroying the officials the management style that a particular manager is using is killing people internally, psychologically as well I think so... because you go there you know he is going to talk to one, two, three, and then he is going to make remarks at the morning parade and now you must look at each other "Who is he talking about?" ...and you will find out that in the centre that I am working in is operating totally different as to another centre because in other centres they are celebrating new borns, new car, anniversaries and stuff like that and they are sometimes given an opportunity to motivate each other....but in my center that I am working there is no such a thing, it always remarks related to incidents, when it gets out than you ask "who is he talking about? and then you now he is talking about Mr X because Mr X was there by him...but what is doing now because that thing was supposed to be kept confidential but now we must read between the lines...okay he is referring to that incident...that is what killing the members...I think so...because when you wake up in the morning and you go to work you are very much positive, playing music in your car, ready for the day, you arrive there in the morning parade yesis your sugar levels just drop down...that is a challenge I think and...uhm...the other thing is that I am not sure about that one but it is a problem that members are smuggling with offenders but depending on which centre you are working in...I am working in the Youth Center but there is not much of that....but in the other centre like medium and maximum it's a huge problem....members are engaging with the offenders and they are smuggling...I can say that they are not getting a lot because being a matriculant, earning the amount that entry level is getting...it is a very nice salary if you can compare it to people who are working

outside...I don't what to make of that one, but there is also one of the challenges with regard to finances....the officials are deep in debt, most of them. And you will find that a member is 23 year in the service getting paid on the 15th but on the 17th his got R0 in the bank and he is asking from you R20 so you ask yourself what is going on with the money of DCS, what is wrong with this salary of these people...I don't know...I am not sure...I won't go deeper about that one.

Interviewer: But for you the main challenge is the management style?

Respondent: Yes the management style...the problem with it is that he is not doing that thing alone there will be people on the floor who are sending messages, whatsapp about activities that are taking place you will think that you are talking to the right person also complaining about the same problem than you find out no man he quickly ran to the manager and talked about it... sometimes they are using certain officials and now there is a whatsapp sommer...so he's always up to date about no you are talking and what what what...that is killing the energy of the workers. So you must never in the correctional environment trust anyone in anything because even with the life of an official...for example a certain member has got a problem with me, he doesn't like me for whatever reasons, I need to be very careful with regard with my room...I must make sure that I lock my room because I am most staying on the premises, secondly if I am driving a car I must make sure that all windows are closed and doors are locked at all times because they can easily throw in dagga and instruct can you please search that lady's car...and there is this thing and you will be surprised that it was found in your car...than you are in big trouble...so that is the thing so you don't trust members also...so you need to be very careful...you check your bag.

Interviewer: Have stuff like this happened that a member will plant something on the member that he dislikes?

Respondent: The incident that I can refer to took place as the residential quarters...a gentleman...it 4 or 5 years back and he had an issue with his girlfriend...the girlfriend came from outside because she had a spare key and she throw dagga on the bed and sommer informed there is dagga in the room...so when the

officials went in with the dogs they found the dagga...so you don't trust even officials because if that thing is there you are nervous they can Sommer put it in your bag and you don't even know what I in your bag...so you check your bag in the correctional center and you don't trust anyone even an offender...so that is the other thing...the life that we are living, not to trust each other, even an offender, when you listen be careful of what you are saying because it can be used against you by an offender...and the other challenge is that being an official you need to limit how much you talk to an offender otherwise it can be interpreted otherwise especially if you are a female even I you are a man also because what is it what you are discussing at that window for 2 hours although sometimes the offender is busy exploring, talking about what has happened to his life but prison wise that is something else so the limitations are there...they can label you as you are having an affair if they want to while maybe you are just listening to this offenders personal story....and offenders are very sensitive, I have noticed this one offender who is gay, some officials they are so discriminating, I don't know why. Sometimes when you look for that offender "you are looking for a moffie" so I don't like things like that but who is going to train these people to stop discriminating between people about their sexual orientation and respect the people as they are....who are we to tell them that...so members they are so stressed because we can't change them, but I believe in changing one will change the one next to her and maybe the next one but what I don't know...but what I have learned is to do as little as I can and I feel very proud if the offender come back to me and say "Mam you have helped me alot, thank you. My family did come after you made that call" at least now they are supporting them so you feel good also although it is not something tangible that you can touch but that kind of feedback is motivating me as a person...maybe head of centre is not even aware....like there was this offender...he didn't have any contacts and the family did'nt even know that he was here...so we had to search for the number of his family. The attitude of the officials towards the offenders is also a challenge because offenders will blame officials for their behavior and officials are blaming the offenders for how they are being treated and stuff like that...so in prison challenge all the way.

Interviewer: What impact does your work and work environment have on your well-being?

Respondent: Yah, psychologically they can change your attitude and you can become somebody else that you don't want to be. You can easily become very rude and go back and check when you are right in the Department.. I am not like blaming... but you have a reason why you are like that....it's them, they made me to behave like this....so it change a little bit of your attitude...for certain people it does change the way you are thinking and the way of doing things...but I don't want this things to be attached to me, I don't want to to live this life of saying it's prison guys..."I was not like this, I learned from the best" there is no such a thing....uhm...with your life...love life and social life it does...a bit yes.

Interviewer: In what way?

Respondent: For example you will notice that **[Laughs]** that you are in a relationship neh...and all of a sudden you find out that your partner is always complaining that since you are working in the Correctional environment you have changed your way of doing things and stuff like that...I am not sure if maybe becoming rude or what, I don't know...but there is something that people see that you don't see...now what I like if it so happen that I receive such a complain, I need to do something about it meaning it is the area where I cannot see myself instead of taking it negative so I will always okay look at the positive side of it and try to work on it.

Interviewer: What about your stress level when you have a problem with the management style?

Respondent: Sometimes yes...maybe stress level will be high only in the morning while he is doing these funny things but than after that we will talk and we are all feeling the same! We can't wait for him to leave because he is so frustrating! ... and he don't see the positive side of things, he doesn't appreciate the good things people are doing....there are people who are willing to walk an extremely mile making sure that the section is 100% and offenders are complying but you will never hear that part where he will say "Well done, good work" ...and that thing is killing from inside....it is.... and sometimes the

other frustration is it comes from members who decide to sommer run way from work because they can't handle that thing when... they are sick an tired of how they are being treated and than they sommer report sick for a week....you see...it's affecting mos now their productivity now, it's also affecting me who's on duty because now I must also work for him while he is sleeping at home...you see now...so it's challenging....when they are stressing they use the term you are being "choked" when you are being called in for whatever...lets take for example the section head and myself... everyone is always complaining about my section and the behaviour of my offenders...now they will call it "you are being choked" he is calling you into the office...it's like if you go to the head of centres office and your going to have a so that things it a problem because some people are praising it "Now you are being choked"...not looking at the reason why that section is like that....you cannot have a section that is being led by a female...because we females we are not into gangsterism...I cannot read a 28 or 27 or 26....and I don't have time to study that, I am very sorry...but old members they know, they even know the language because Worcester is a small gangsterism town...so they know, people who are staying in Roodewal and all those places, they know what is this languages of the number gangs, they know how the gangsters communicate...and if they book me I don't know anything...they can plan and finish their thing that they planned in there because I don't understand the language!...that is the other gap.

Interviewer: Will you say that women are at a disadvantage when it comes to that and you will find that they won't be promoted to section head?

Respondent: No, no...There is two things that I am talking about...Eh a section being not led. but that member that is suppose to know everything like a section head doesn't know anything when it comes to administration, and you find out a female that is working there is doing everything, even the stats and it's not even a post....now you are doing work for someone who is being paid for that...that is another challenge on its own...the other challenge when it comes to gangsterism...eh...booking mostly newly appointed officials and don't worry much about the old members...the old members are very good because they need to teach us the language of the number gangs so that we can tell them in

the morning because they mostly book us night shift at entry level...all of us starting from the member in charge of the night shift...those offenders they talk their business up until they are finished because they know we don't know that language...that is a very big challenge...but I used to joke about it sometimes...ja meneer my werk buite, you are supposed to be here, we want you to transfer the skills to us"...They can read when the offenders are tense or when the offenders are planning something and they know when they are sitting intense what does that mean even if the other 4 looking at that and the other 3 on the other side they know, they can read the prison the old officials. So according to me they are suppose to share those experiences and skills to us so that we can know when the offenders talk in the gangsterism language...because we need to know what the offender are talking about when they are talking in their language...so its a challenge...there is no way that you can work in an environment that you cannot read.

Interviewer: Why don't they use the older correction officers to teach the newly appointed members about the language used by the gangs?

Respondent: I have never heard of even an idea of newly appointees being taught by older more experienced officials...they say in prison you smell, you hear and then you use your eyes...they don't have time to even think that management style...it's going back to the management style...that if he could have implemented such a thing at least prison will be safer. You learn from few members who are willing to talk or maybe to discuss prison. Now you must be curious enough to ask otherwise there is nothing in place in terms of updating the newly appointees to read the prison...we need to read the prison... because according to the old members when it's quiet it means something... the noise also means something....so there is a lot of things that you read that there is something...and when there is one hanging out of the window at 2h00 in the morning it means someone is busy with sodomy or maybe someone is busy sharpening an object that must be used tomorrow morning...so anything means something in prison...there is no way that an offender can sit in the window at 2h00 in the evening for nothing...it's either he is stressing or he is about to commit suicide or he is checking for the one that are busy doing something inside...so there is a lot of activities taking place but newly appointees

sometimes they don't even understand, they can't read the prison which is a risk....it is. I think the newly appointees need to be updated or informed or get information on how gangsterism operate because it is something that you cannot prevent....they can act as if they are no longer involved but at night you will find that they are active....there is lot of meetings there, things are going on, information are moving from one section to another it doesn't matter how...so it's a risk that people are working with such dangerous people but cannot read the language, it's frustrating also.

Interviewer: What have been your experiences of the EAP that have been offered at work?

Respondent: I was never referred to the EAP, but I did talk to those who were referred once. One guy told me that he was not coming to work, he used to stay away from work so they arranged that he must see the EAP and than he said to me when he arrived he said to the EAP 'These people said I must come to you. What is the problem?' Than he said no you can write your report and say I was here and he sommer leave. Some officials they don't take it serious neh...I am not sure if it is lack of information in terms of knowing what is the purpose of the EAP and stuff like that...so people are not taking it that serious.

Interviewer: Would you use the EAP service if you experience a problem?

Respondent: Yes, I will because that is a resource that are valueble that the officials can use...and the other thing that I picked up is that when you are send to an EAP, immediatly in prison you know that you are on your way out of the system...they just want to formalise things in terms of saying we did send him or her to the EAP , he was at a rehabilitation centre, now we must get the documentation to get his dismissal....for some other officials when you are referred to the EAP they sommer tell you you must know they are on something. They just want to make sure that all the interventions were undertaken and it's time to get you out of the system or the Department of Correctional Services...so you need to be very careful if you are send there...that is how the people working in Correctional centre interpret it...it's not like go there, you will get help, you will feel comfortable or nice when you talk to that lady [**Referring to the EAP practitioner**] no...and than we get

that kind of influence from the old members..."OH you think you are being referred to the EAP, you must know the Department are on something. You are on your way out. That is the first step on your way out. They want to chase you but they want to make sure that they did follow all the procedures"....so that is the other reason why maybe members might not take the EAP as serious. I never heard that people just volunteered themselves to go , I always know that Head of Centre did arrange that the official must go and see the EAP...and there was no EAP at Brandvlei since I am not sure if it is 2008 or 2009 when that lady left, so that lady that is here maybe is 2 years or 1 year, she is very new....so people used to be referred to Drakenstein.

Interviewer: In your opinion is the EAP service been marketed appropriately?

Respondent: It is not well marketed....they don't know what is the purpose of the EAP...some officials even asked what is she doing....so it is not well marketed....and the fact that people are going there for referrals...I've never heard of members that just volunteered to go and see the EAP! I think the EAP has got a huge responsibility of establishing a very good relationship with the employees so that they can feel free to go there. I think also in understanding her job description might be the information that is still missing that people don't know.

Interviewer: Do you think there is a stigma attached to using the EAP service?

Respondent: Like this thing that I just mentioned that means you are on your way out of the Department, management just want to follow procedures and formalities but you must know you are on your way out that is the joke that they used when you are being referred to and when you are being excited about being referred than someone will tell you "It happen to Mr X, so you must know it is the first step, they want you out of the system. Just that they want to write in the book that they referred you for EAP service and still you could not comply, so you deserve to be out of the system" That is the stigma that they attached to the EAP.

Interviewer: Do you think the service of the EAP Practitioner is accessible?

Respondent: Yes because the EAP is always available at her office at the training center. But it needs to be marketed a bit that you can go on your own or must it be a referral process taking place for you to attend.

Interviewer: Do you still consider your work as correctional officer as a challenge with all the stumbling blocks that you mentioned?

Respondent: Now that I am busy with my studies [**Pause**] I don't see a life here...so that is why I took a decision to develop myself further so that I can be out of the frustrations of being booked for shifts that I don't like....so...uhm....only if there could be some skills development programmes in place, to fill in the gap that I mentioned previously with regard to old member versus newly appointees with regard to how do they treat offenders, I think than maybe it will be better. But the life of a correctional officer is a bit boring because if an offender is having a problem the offender must than be referred to a social worker or a psychologist, the teachers will do the educational part, the medical desk are doing something else... so your duty as a security officer is to lock up and unlock the offender nothing else and start talking about other people's names and affairs...according to me this is very boring...no development....when you come to work at 15h00, they call the shift a first watch where you work from 15h00 in the afternoon then you knock off at 23h00 "what are you doing?...sitting in the office talking about other people's name, bringing in your phone knowing precisely that the phone is not allowed inside, being on whatsapp...so I don't see the development in that. There is no future for me here that is the reason why I decided to take a step...there is no future...talking about other people's names all the time up until you knock knock off, there is no life...no it's very boring.

INTERVIEW 08: MALE PARTICIPANT NR 08

11/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: Uhm...next year in September I will be 12 years in the service. I started my career in the Service at...uhm... outside the province in the Northern Cape my station Douglas...so I started there and worked there from 2005 until 2009 and than I was transferred after I asked to be transferred to Worcester because I come from nearby and than I was transferred to Worcester Correctional Service...uhm...if I can put it like that...I am currently looking again for a transfer outside the province...uhm...because I don't feel comfortable anymore in the environment in which I live or work in...uhm...as a result of the circumstances that we experience currently especially here in Worcester with all the gang activities and the drug abuse problem because in the North Cape where I previously worked you didn't get that...uhm...get that especially with children with drugs and gangster violence and so on...so yes as someone who grew up and went to school in this area, things changed so much that I feel that I don't want to expose my children to that what is happening here...so because I am in contact with guys that use these stuff and even guys that sell these stuff and I can see what it does to children I don't want to raise or expose my children to these types of stuff that is happening here...that's why I feel, I am totally satisfied with my work setup but because of my child's safety and so on I feel it's time for me to move on out of the Western Cape preferably.

Interviewer: When one grows older one is afraid of the negative influences?

Respondent: Exactly, exactly. Be sure like we picked it up, I am working at the Youth Center, I picked up that a lot of the children that are targeted is our children. There is a lot of Correctional Services, Policy Service and teachers...because if you ask the child what work does your mother or father do than you hear it's teachers, police officers and so on and that is not the children of the people that lives in the field of in the Flats... it's our children that works for the

government who's children are behind bars and who are exposed to the drugs and such type of stuff.

Interviewer: Why did you choose this specific career?

Respondent: If I can go back years ago to when I was still a child...uhm...most of my cousins was in that time in the Prison Service and my father's family was also in the in the Correctional Service and firstly the discipline that is involved with it, you as person on yourself, neatness, the discipline that you had and so on..and uhm...I always told myself that...uhm...I also want to become a Correctional officer one day... and uhm...I finished in 1991 with school and that was the first time that I applied. I was unsuccessful from 1991 in...uhm...4 applications that I submitted. From 1991 or so through the years and afterwards I decided...uhm...maybe it's not for me and started working in the private sector and in 2005 **[Pause]** I decided that I am going to apply again...and uhm...applied again and got the job but the passion to work with people...and there are a few young guys in who's life I personally made a change and...uhm...people that didn't come back here, people that called from the outside and said...uhm...'Sir I just want to thank you for what you did in my child's life'...and... It's one out of a thousand! And it was always my passion to work with people...and a bit curious to know...look a lot of people...uhm...heard about a person like Staggie or heard about Nadjwa and such people...where I will say I sit in the front seat in the cinema...I am in contact with these people on a daily basis so I precisely know what makes them tick...we talk mos in general than we will ask the guy if you begin to get familiar with him 'Now tell me the people said that time in the newspaper you did it.' Than he will say 'Yes sir, I did it'...so yes a bit of curiosity when you are working with people...and I like I said my family comes out of the culture of Correctional Service...that's why I decided, not yet satisfied, came a bit too late in the Service but 17 years to go so hopefully I will achieve what I want to achieve within the next 17 years.

Interviewer: What is it that you still want to achieve in Correctional Service?

Respondent: I still want to achieve 3 ranks before I finish here...and I know with my personality it will be possible to achieve it.

Interviewer: You have mentioned that you made changes in some offender's life? How do you see your role as rehabilitator?

Respondent: [Pause] In the first place it is very challenging because you have to familiarise yourself with...I always say...uhm...at home I have one child...so you know that child's wake up, you know that child's bedtime...here you have 150 children! So have to familiarize yourself within a short space of time that children and their habits...so it's very challenging, it's very nice and like I said if I could convince one child not to come back here than I have won! But it's...uhm...I like the challenge and...uhm...I don't like failure...so if I...I don't want to call it failure but if I can't achieve what I want to achieve, it bothers me...it bothers me...because here was a boy that...uhm...came back everytime...and uhm...I asked him later why do you come back everytime...than he told me "Sir, you are the only father that I know'...and than I asked that he be removed from me because this is not why I am here.

Interviewer: So you invested a lot in the young man. Is that why you were sort of disappointed that the specific person came back everytime?

Respondent: Yes, previously...because my job is to rehabilitate and not to let him come back everytime and let him feel he belongs to me because he saw me as a father figure...than I had him removed from me and that is how I sort of broke the connection with him. But like I said it's challenging but still his especially if you bring about change in someone's life. I mean one young guy...uhm...he planned to commit suicide one evening and the morning...its maybe this morning and wanted to kill himself in the evening...the morning I saw on his face that he doesn't look okay and I had a long conversation with him, I asked him if there is maybe someone that we can call, than he said yes he wanted to talk to his mother...than we called his mother and the next morning he went to court and than he went home but he had to go for rehabilitation in the outside, than they called me from Stellenbosch, his mother wanted to talk to me, because he told his mother and the social worker what he planned to kill himself that evening before he went to court the next morning...but the officer who encouraged him and so on and they wanted to know from me what they could do for me and I said I was only doing my job, that's why I am here and I

get paid by the Department of Correctional Services to do my job...for me it's only a plus point if I was able to make that change in that child's life. That is the easy part and then there is also the difficult part because some will sometimes tell you 'You can't tell me. My mother and my father don't worry about me. Who are you to worry about me?' So you have your hardened elements [Pause]...the chance to break through there...well [Laughs] it's not so easy like with the young guy with a more...how can I put it...a softer offender...the guys that committed murder and that type of stuff and that are already here for double murder, he was here last month for a case of double murder then he got bail and now he is back again for attempted murder [Pause] I am not saying I will give up, but it's not easy to break through there...really it's not so easy. There is sometimes that you...that you...uhm...can win such a guy over but then maybe after 6 months then you see the guy is back again. We have one that...uhm...is well known in Worcester and he is back again now...and all the guys that come with him usually get 12 years sentence and he brought another one back with him...so and I always tell the other people they must just remember, just look at the guy's modus operandi...he gets released then he comes back then he brings someone with him then he goes home, and the guys that came with him usually gets 12 years sentence. So yes...[Throat cleaning] but more hardened criminals like I say... it's almost a lost case but you are a rehabilitator even if it's a hardened or softer offender...you must contour work and even if you only won one of them, that would be my biggest achievement, if I can convince one of the most hardened criminal that he must stop with what he is busy with...so that will be my biggest achievement...but I haven't got someone that I could convince not to come back because outside he's got his camp for which he fights, he is the main man...so yes, when he goes out,, gun in the one hand and tik lolly in the other hand, he must do what he's getting paid for....but that will be one of my biggest achievements if I could maybe convince one of the hardened gang members or someone to change his life.

Interviewer: Would you say that you have learned to read offenders through the years in Correctional Service? Is it a skill that you learned?

Respondent: It's a skill that you learn and continue learning until you finish your service at Correctional Services... and that is a skill that you even take with you when you go outside...but yes, so I will say that I have learned the skill even to be a team member and yes you still learn everyday...because like you read, they also read...like they say a read for a read....so it all depends on who will outread the other...but yes I have mastered the skill but I am not perfect yet because it changes everyday and the day when you finish at Correctional Services you still wouldn't have learned the whole skill...but you can read.

Interviewer: What are the challenges that you experience at work?

Respondent: [**Throat cleaning**] In my work setup...uhm...there are that guys that already have given up...he doesn't worry about what is going to happen to him and...uhm...he is rude and uhm...you will get that character everytime [**Pause**] if you go to the head of the Correctional Center and you tell him 'Sir, I have a problem with inmate X' than he will tell you 'Yes, than charge the man' I mean his attitude tells you I don't care what you do to me, I don't worry, I came form a sentence of 20 years just the other day so I can go again in a sentence...so I will say the tool that we have or...to handle someone that gave up, that feels nothing for the next person [**Pause**]...that is what I consider my biggest problem...he doesn't worry about you, he doesn't worry that you can also loose your job...uhm...he feels ashes for you....so and the tools that we have to handle them is for example 'Open a case'...uhm...'lock the man in a single cell'...uhm...'transfer him somewhere' but yes...

Interviewer: Will you say the solution that you are giving is not adequately?

Respondent: Precisely... precisely. We are not supposed to hit an inmate or to touch him, but he enjoys more support than you who work for the Department of Correctional Services. He will for example say "The officer is rude, the officer slapped me' Than management will say okay they must call the police and than the inmate must open a case [**Referring to the solution given to the inmate by the management of the correctional centre**].

Interviewer: So it does happen that the inmate can open a case against the correctional officer even if he misbehaved?

Respondent: Yes they can open a case against you if you maybe feels "the officer verbally abused me' than they will say okay than you must open a case and he has the Inspecting Judge on his side...and I mean I don't believe there aren't a correctional officer in the country that can say he is not afraid of the Inspecting Judge. If you hear about the Inspecting Judge are busy with you than you must know already you are in trouble...he has got th police...so I mean and uhm... you also have the police but even to stab a correctional officer the maximum sentence I think is 6 months....so my life is worth 6 months....so that is one of the major issues.... and just the tool that we have to protect ourselves because I mean because he has got more than we have in our powers...like I said the Inspecting Judge, he has got so many people that can protect him and even our own people...uhm...our commanders will say "Than you have to call the police to handle the inmate's complaint because the officer didn't have the right to do what he did'.

Interviewer: Will you say you don't have the support of management?

Respondent: The support is there [**Laughs**]...but not actually much support. If I can put it like that...uhm...I come from a correctional center where all the guys were placed in a bush, almost like Brandvlei but we were more in a bush...so the support there was that we knew we were far from civilization, we were far from the nearest town so we had to stand together like a brother bond because if something happens with one of us than uhm...for example you are stabbed or whatever...you can't bend more to the inmates side...uhm...so there was a more close bond as what I experience here. Here at this Correctional Center you are more exposed than there....so you have to stand on your own here...and this is where you learn that you must walk on the line, you don't want to step outside the line...so with walk on the line I mean you don't want to look at an inmate in the wrong way or say something nasty to him because yes...your own colleagues will help to [**Pause**] to...will help that inmate to get you into trouble. So for me is just we don't have a strong tool to...to...to sort out the guys or to sort of protect yourself because he [**Referring to the inmate**] has got more power than you.

Interviewer: Are there any more challenges? You are working now in the security leg of correctional services?

Respondent: Yes [Pause]...uhm...there is a lot of challenges [Laughs] [Silence]

Interviewer: Can you elaborate on that?

Respondent: Uhm...If we can take [Silence] let us take for example now if someone [Referring to the inmate] swears at you...and you tell him for example [Pause] 'Sir, I am going to change you' [Silence]... tomorrow that man will have 2 witnesses that says but no the buy didn't swear at the officer...you colleague say he wasn't there...so our support...that is my biggest problem... our support...we don't support each other well especially at this Correctional Center! That support is not well in place...uhm...I went to a hearing yesterday of a colleague...we are from the same race and I am...uhm....I am a witnesses for a African correctional officer...and even on that the people said 'Ja, I can't believe that...uhm....you testify for that guy against your own brother' For me it was totally different from where I came from.

Interviewer: How did it happen that you are testifying for the one guy? Did they ask you or were you compelled to testify?

Respondent: The incident that happened was a race related incident...the one officer insulted the other officer in front of the public and other colleagues...and the guy is a far younger colleague and he just stood there and said nothing back...and the morning we told the other person but ' You are the senior of the guy I and don't do it, and listen to what you are saying to the guy' he just kept on doing it louder. My story is about [Pause] they will cover more for each other than how can I put it...the respect is not there to rather say but 'Sir, you are wrong. Don't do it.' So that is one of the things, our colleagues are a bit back stabbing, are a bit nasty with each other, we don't have that...uhm...what happened with the other 5 that was in trouble here...it was also colleagues with inmates that hatched a plot against that 5...it was a complete conspiracy to get rid of them...you probably read about that incident in the local newspaper...so there it was again colleagues that plotted with inmates to get rid of them because they were in the way of certain stuff that...what...what happened here

at the center is that guys were in the way. Now once again there 'How can I be loyal towards management' and there once again management didn't do enough to protect that guys...to say 'We know about the charges against the officers, it's sommer nonsense because we know the officers as hard workers'...and 'here are the names of the officers that we know are busy with wrong stuff.' They left it just there so that the law can take its course, nobody faught for them so there I also want to say that management deserted them they didn't stand up for them to tell them how it should be...and than...uhm...[Pause] the other challenges is [Silence] the gangster activities that are taking place now...look Worcester is now actually mos a whole gang nest...so...uhm...the support structure that exist...uhm...you live between the people, your family and stuff are threatened, you open a case...when you get home in the afternoon you find that you wife and your child is raped or whatever...just opening a case don't justify what should happen there....and yet again like in a situation that...that inmates threatened you or whatever that there is harsher punishment in such a case but [Pause]....it's almost like the guy are being told not to threaten the officer or whatever, and that's it than you have to move on and the guys will tease you 'This guy went to cry at his head' you understand.

Interviewer: Has it happened that offices at threatened by gang members?

Respondent: There was a time that I stayed at home alone because they threatened that they are going to rape my wife and child in front of me and that I had to witness it and afterwards they would take out my eyes [Throat cleaning]. In the centre was a cousin of mine that was high up in the ranks of the 28 gangs so I always received sort of protection from him if I can put it that way...because one day an incident happened that they wanted to stab me and he heard about it...yes it was a whole story...but like I said it does happen that the family members of officers are threatened outside...they wanted to shoot me once where they almost wanted to shoot another officer that look almost like me...but let say since 2014 my life is completely different. I was an officer that believed that I must fight and argue with the inmates...that's not there anymore.

Interviewer: Did it play a role in it that you were threatened?

Respondent: It's possible. I was in the special force at the Correctional Center and then I left there and I left the EST...I am also not there anymore. I am now only an ordinary security officer.

Interviewer: What were the duties of the special force that you needed part of?

Respondent: You could be utilised right over the province...they use you when it comes to visitations, when it comes to special escorts like high profile inmates and if there is maybe a minister or a commissioner or someone come then you give them special protection and so on. That's the special force or like we call it the task force. So yes, I left there but just took my approach to the work differently, became more diplomatic because I wasn't a guy who believed in that. I was [Laughs] a very 'deurmekaar' officer...but yes...and uhm...a more diplomatic approach to the whole story because I mean a story has two sides and if you continuously threaten the inmate and so on.

Interviewer: Did you make that change in approach?

Respondent: Yes, I made that change and then I could see things are totally different. Sometimes our officers place ourselves under stress with our approach...look it's people with whom we must work...and uhm...someone's action will determine the next person's reaction...so yes...and uhm...things are a lot calmer for me but there is still that...it's inmates that are rejected by the community so now we are stuck with it so obviously that won't be easy.

Interviewer: How do you handle the challenges that you encounter at work?

Respondent: Funny enough previously [Pause]...I abused alcohol...I have used nicotine and when I made a change of attitude it brought along a change in health because I quit alcohol and nicotine...uhm...I became more involved in the church. I was able to talk to young guys about church even in the Correctional Center itself I arranged that they get as much as possible visits from pastors from outsider church services and...uhm...yes so [Pause] but to my wife life is now much easier and that threats that were there is something of the past...uhm...I enjoy my family more also outside where I previously always stressed because how will it be in the Correctional Center tomorrow because I knew that they want to stab me... that's gone and I am not threatened anymore and my family

is not threatened anymore and uhm...yes that came with the change of attitude that I made that things are easier for me to put it like that.

Interviewer: Do you have a support structure at work?

Respondent: We are a lot that would have been arrested and...I found out afterwards from a reliable source that I also would have been arrested and...and I told the other guys that we supposed to be arrested also...we were next in line... and the other guys that were arrested, some of them left Correctional Services they don't work here anymore or they went to work at other Correctional Centers...the others are still in Worcester but they don't work inside the Correctional Center anymore...so us guys that are still here we have to read for each other...so and we are each other's eyes and ears. I was with one of the officers now where an inmate was busy with propaganda where the specific inmate was removed from him to me and we were called in on Sunday by the head of the Correctional Center with the accusations that the inmate made...serious accusations... and uhm...yes...and afterwards it was admitted in the office of the head that it was all propaganda even the guys that they used to testify against us said they told us to stay these stuff...so we decided that we must be each other's eyes and ears in the section that you work in...if I pick up or hear something about you than I will warn you to be careful be and the guys here say this about you or this will happen to you and he will do the same for me because uhm...we told ourselves if our management couldn't even protect the other guys that were arrested how will they protect us. But like I said, I take it calmer than previously...I had the nickname of Broch Lesner so [Laughs] it wasn't even tomorrow, it should happen today but yes I am passed it, I am 10 years older. I can't constantly stress and go crazy on them...I have a lovely wife and child outside that I can still enjoy...but why I can say is that we are a support structure for each other, it's just been a each other's eyes and ears where you work and so... but that's basically all.

Interviewer: What is the impact of your work and work environment on your well-being?

Respondent: Lets say 5 or 6 years ago...if I had problems at work...went home and that my wife will also tell because we disagreed a lot...obviously when I came home I changed, than I put the music on, whiskey, siggarette or two...I just wanted to

relax...what had to be done at home wasn't my problem....my problem was how am I going to beat the challenge that beat me today, how will I beat that challenge tomorrow...because I can't allow that challenge to beat me, I can't let my flag fall...so now I must lay and think the whole time because like that guy who's laying in his cell busy planning how he's going to beat me better tomorrow...so I don't talk to my wife, I don't help my child with her homework because I don't have time for it...I just lay and think how am I going to...I didn't know about going to church **[Pause]** and after I decided **[Pause]** man until here and no further...that just came that we go to church as a family...uhm...that thing of standing before the pots on a Sunday morning...on a Saturday evening we wash the dishes and we can always come and prepare lunch after we come from church on a Sunday...after I quitted smoking and drinking....look drinking and smoking makes you sort of blind...I had two cars, a big house of my own which I never had because the money that I previously use for whiskey's is spent on the house...my daughter is attending Drostdy...uhm...so yes **[Pause]** major changes came so that I can myself can say...uhm...I look better, I am in a good condition, physically I feel better...so if I say it didn't have an impact on my life...it had a major, negative impact on my life because I always just had to read to stay ahead because I couldn't allow that my wife and daughter be raped...my car was burglarised at the Mall, they took my speakers out very neatly and left and they could tell me the next day that is was only the beginning... and I haven't even reported it at the Correctional Center, I just went to open a case at the police station and that's it because at the Correctional Center they just would have said that happened outside it didn't happened inside the Centre so...and my wife was once threatened at the police station and I asked them what must I do now...than they told me it didn't happen here...but like I said change of attitude...it just required that to me to improve...if I took you now for a walk through the Correctional Center...from when I walk in you will hear my name being echoed until and we walk out and uhm...that popularity I didn't get through the correctional officer that I previously was, lets say from 2009 until 2012...from 2012 until now I think the popularity came from there. My wife told me one day **[Pause]** "To change people, you must be the change"...and the way you are carrying on...I was about to divorce and uhm...it took psychologists and all

that type of people, it took Pines [Pause] and yes here I am a few years later. I took that decision that I needed to change...because I mean I came voluntarily to this interview but I didn't go voluntarily to the psychologist's...I had to go because of my wife, because of my family I had to go to Famsa and where ever and I told myself I like that statement that she made 'You have to change to change people' and yes 'I have change and I have change for the best' and yes. She told some of my family members the other day I don't like it that you hug my husband so tightly, I just don't like it' so yes, she is very happy with the person with the person that she has got now than the person she previously had. My mother previously called me 'the bear with the soar claw'...always when my mother came to have dinner at our home she would ask is the 'bear with the soar claw' at home because I wasn't a pleasure at home...and everything was as a result of my work setup and that is how the guys are going to beat you when they read this guy is walking around with his feelings written all over his face and than we will quickly beat him...but like now nobody can read me...you can say what you want or whatever it's fine but I won't show you I feel hurt or whatever...so I am saying one person's action determine the other person's reaction...so now and again I will leave you and rather work psychologically with you...there is mos something like visit from your family, that phone call that you must get..I will just refuse to help you...than I will give more attention to the guy in the same cell with the same problem as him so that later on he must say "My attitude is wrong, the officer doesn't deserve it.' I am sorry, it won't happen again.'

Interviewer: What have been your experiences of the EAP that have been offered at work?

Respondent: To be honest I can't really tell you anything about the EAP because I haven't dealt with the EAP yet and uhm...[Pause] if I had to tell one of my colleagues now that all that I know is that what is discussed between us is confidential, but personally I don't trust [Pause] rank barriers at Correctional Services, and the EAP is a rank barrier. So I don't believe that what is discussed between us remains confidential and it will be used against you later on somewhere...like I said our rank carriers [Referring to the Correctional Centre] I don't trust, it's now everyone with capps on their shoulders... that's why I will never waste to

put it like that to go and talk with the EAP of the Correctional Center and will rather go look outside for help if I feel I have a need for help. The previous EAP that was here, a white lady....uhm...with what happened outside automatically if your wife arrive at work and says at work 'I am looking for assistance with the monster that you created' obvious I made it clear that I am not going to see the EAP, I'm orrait and I worked my problems out and here I sit today...so yes...the EAP is a 'No go' for me.

Interviewer: Do you think there is a stigma attached to using the EAP service?

Respondent: Yes, yes [**Pause**] there is that...you hear about confidentiality...but no [**sound sceptical**] I won't make use of her confidentiality...no...no matter who it is, I will never use the EAP...just the mere fact that they are all fighting in one corner. A lot of guys make use of the EAP and...and...it looks as if it's working for them but I won't make use of the service myself.

Interviewer: Does the guys who make use of the EAP service go there voluntarily?

Respondent: I know about two guys.They went voluntarily but like they will say in the Correctional Service 'With guns against their heads' so I have to go to win a case or to obtain something I must go and see the EAP...so the EAP are used as a tool if you don't comply with certain stuff at the Correctional Center you have to go and see the EAP...and many of the guys, there are three men that I heard saying 'The EAP is a solid tool' but not for me.

Interviewer: Do you think the EAP is marketed adequately?

Respondent: **Silence.** [**Laughs**] There was one time that I was told to go and see the EAP but I refused to go and see the EAP...uhm...the EAP was introduced and we were told what the functions of the EAP was if you want to go and see the EAP [**Pause**] so...surely some of the guys are making use of the EAP...so yes it is probably marketed well.

Interviewer: Do you think the EAP service is accessible for officers?

Respondent: Yes, the service is accessible...all the guys that went there already always say I had an appointment with the EAP and the guy will make sure that he is one time...because I thought I had to go and see the EAP, I think I came here 5

minutes early...because I said last night I am not going to see the EAP because I didn't ask to see the EAP. I almost wanted to book off sick today because I didn't want to come and see the EAP today...than I decided to rather come and work today. Now you can hear out of my own mouth that there are guys who are not EAP users...and...and...I can't say hundred percent because I know we were introduced to the EAP, the function of the EAP were provided to us and uhm...for some it works and some feel like me about the EAP, it's just another rank carrier...she wears a uniform, which are an extension of management for me so what's discussed between the two of us can by mistake reach management...and I would rather prevent stuff like that.

Interviewer: What is the meaning of all your experiences of your work and work environment?

Respondent: Like I said earlier...to convince that one person not to come back to the correctional center and you see as your career progresses, you get use to people and can identify the people irrespective if I became older...than I know okay but this guy is not coming back to the correctional center...and you ask the guys 'Tell me where is Piet because he hasn't been back to the correctional center?' 'No sir, Piet has his own business and he is married with 3 children. He's got a nice home and is driving a nice car'...so that is my reward because I had to change to change Piet...so for me that is overwinning that I can feel good and that still convince me that this is the work for me...I haven't been wincked I have been called because I can make a change...because I had to change, I needed change and I was prepared for the change...so that's why I can change other people also.

Interviewer: How do you see your future as a correctional officer?

Respondent: I still have 17 years to go if the Holy Father will grant me that 17 years...uhm...I still have a rank in mind up until captain if the Holy Father does have it planned for me...so a rank of captain and...uhm... and definitively not office work because I am out and out a person for working inside the correctional center and I want to work with people and not behind a desk or I don't want to become a pencil pusher...so I want to be with the young guy to tell him 'Sir, you can also make a change if I manage to make a change'

because I myself was almost involved in gang activities a long time ago, 14/15 years back. So every time someone crosses my path while I am in the service who perhaps will guide me and so on and 'Sir, you look like a good man' and what's nice for me is when someone comes back to come and fetch his stuff from the property and he gets bail and he tells me there in the front 'Sir, this is my mother and she just want to thank you thank you sir.' and 'Mom, this is the officer who looked after me.' I bumped into a white guy in Pick n Pay the other day and he told his mother 'Mom, this is the officer who looked after me and who made sure that I didn't get involved in gang activities at the correctional center'...for me that's nice.

Interviewer: Do you have any suggestions to improve the working conditions of correctional officers?

Respondent: Management must give us their full cooperation, it's a major thing...if management can give us their support and uhm...if you for example land up in situation like what happened with that 5 colleagues...a story has got two sides...first try to find out from your member what is going on, is it true... don't throw your members for the wolfs and afterwards than you want to play catch up...it doesn't work like that. I think management protect us too little and they do too little and that's why that loyalty doesn't come through quite well. That's why I don't even want to go and see the EAP because she is part of management, I believe she is on their level. Specifically at Worcester, thy must stand up for us more, protect us more. I am saying again, the Inspecting Judge is a very powerful tool for the inmates...and like I am saying again there surely aren't a correctional officer in the country that aren't afraid of the Inspecting Judge because when they come for you, they come for you. The inmates know the Inspecting Judge is their power tool. We don't have a power tool as members...especially not here because you don't have that support here. All that management is going to say is 'Than you must go and face the music.' The inmates has got someone that is not known to them...I work for you, I have a member number that is known to you but management say 'than you must go and face the music.' That's true about this specific correctional center...management be the crutch for your member. They just want to kill you and chase you away and that type of stuff and that's why the EAP is just

an escape board for many guys... that's why I am trying to walk the straight and narrow to make sure I don't land up in trouble to make sure that I don't have to go and see the EAP. Look the EAP is almost like the last resort before they chase you away so than I quickly want to because I am dried out already, I already went to Stikland and so the last resort is now the EAP...and a lot of guys have told me the EAP is a 'gevaarlik lyn', management can do nothing to you... but I don't have that confidence of the EAP of it's a 'gevaarlike lyn' and they can't do anything to you. But like I said I love my job, I do my job and I am still going to do it for the next 17 years. In a lot of works places like the police and elsewhere...the guys gets opportunities for team building. That's also something that doesn't happen at this place and uhm...I believe if you just take that team building just to go and play cricket with a guy. We know we are all past our cricket playing days...just that laughter because you want to release of that stress. That's lacking here at Breede Rivier Management Area. Our previous Area Manager did a lot for the well-being of our members...there was wellness days, potjie kos, it was anything.

INTERVIEW 09: FEMALE PARTICIPANT NR 09

11/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: Uhm since 1996...so it's 20 years.

Interviewer: Why did you choose this career?

Respondent: Uhm...as a social worker I like to help people and to empower them and I am a people's person, I care about people.

Interviewer: How does your daily routine as a correctional officer look like?

Respondent: Okay I am a social worker, social work manager...so uhm... it's a bit different than the ordinary correctional officer. I work at the Area Commissioner's office so I do more administration and coordination of services and uhm...yes...and I am a bit more office bound and than we do operational visits in the centres and we support the centers and we also work a lot with statistics uhm...gather information and do verifying of statistics and we also do inspections.

Interviewer: So you don't work directly with inmates?

Respondent: No.

Interviewer: What are the challenges that you experience in your work?

Respondent: Uhm...aag I think one is in sort of a semi-militaristic set-up you know especially with the older generation and people who have been in the Service for long are sometimes still authoritarian and...uhm...you know although we don't carry ranks anymore or we are not militaristic and you don't salute people anymore, there is still that sort of you know...uhm...authoritarian view and respect that are enforced you know...uhm... that's a bit difficult to accept sometimes and so on...but uhm...aag yes I enjoy my work so much...the challenges is now for me in terms of working with different kinds of people and that's for me a challenge actually...it's stuff that just grows at one's place

of work and it's difficult people with whom you work with but yes I absolutely consider it as a growth opportunity.

Interviewer: Do you consider the diversity in terms of colleagues as a challenge?

Respondent: I have learned to adapt to it because I have been in the Service for so long. Initially it was difficult for me...I came from an organisation, an NGO which was totally different. It was slightly more difficult for me to adapt in the corporate environment and the big diversity but I am a person that can adapt easily so...uhm...I get along with basically all races...uhm...aag I think there is a few challenges in the Western Cape also if I can put it like that...also with the people I almost want to say the infiltration of the Eastern Cape in the Western Cape...so sometimes it feels like...uhm...you feel a bit alienated in your environment especially when the people speak in other languages and are noisy and than you think joh...uhm...it's not always so...uhm...the environment that you want to work in...yes.

Interviewer: Are there other challenges that you experience?

Respondent: Uhm...aag I don't think so...Correctional Services currently have a bit of financial problems so you don't have all the resources that you ideally want and in terms of...uhm...training opportunities also there is not so much because actually you are being stop with it so...uhm...you can't present or attend such events because there aren't finances for it like we were used to in the past there was always money available but now there is none so it is a bit restricting.

Interviewer: Is it restricting in the sense that it prevents you to perform your work as you would if you received the necessary training?

Respondent: No, I don't think so. As a manager you are kind of responsible for other people's training and empowerment and you can't offer it to them, you can't arrange such events for them like social workers must for example get CPD points and now you don't have the finances to arrange it or to arrange stuff for them to get it...so your hands are tied everyone must pay sort of out of their own pockets for it.

Interviewer: And for you personally, do you get that training opportunities?

Respondent: Also not. Also on my own cost so everything that we do we do out of our own pockets so than it's left behind, that is a bit restricting for your development.

Interviewer: What type of resources are lacking in your work?

Respondent: Aag I am thinking if you have to present programmes for your inmates you need a lot of stuff to put it in place. So you don't have...uhm...projectors not always everyone have it, everyone don't have DVD's...uhm...you don't have money to buy DVD's you know you don't have money to buy learning material...uhm...and than for example basic stuff like stationary if you think of plackate paper...uhm...all the stuff that you use in your programmes for your inmates...you don't have it and we are not allowed to although you receive funds you are not allowed to use it...so it restrict your creativity and if you want to do stuff you must buy it out of your own pocket.

Interviewer: How do you handle the challenges that you experience?

Respondent: Aag I think in terms of...uhm...my role as manager I try to motivate people to stay positive...uhm...I myself are actually also not someone that feel that it will bring me under...uhm...so one try to motivate people to see the other side to understand why there is no money to do certain stuff...uhm...yes to get other creative ways to still reach your goals so uhm...and than you will try to get service providers that can present training for free although it won't be completely on the same standard.

Interviewer: Do you have support at work?

Respondent: Yes, I think I have. In the specific section that I know work in, we work very well together in a team and there is enough support to reach your goals...and there is also people that will stand up for you to tell you keep up the good work even though there isn't money we are still not going to lower our standard of work because there isn't money.

Interviewer: What is the impact of your work and work environment on your well-being?

Respondent: Aag I don't really think so. I work in a more relaxed environment and I think the people that work inside the correctional service are more exposed to stressors, even stuff like noise is a major stressor, doors that are being locked

open and closed everyday...uhm...inmates that are noisy you know that's stressors...but I am not really exposed to it that much...so I don't really have frustrations, personally I stay far from work so my stressors is being on the road everyday driving from work to home so it definitely influence your stress levels...uhm...but one learns to handle it.

Interviewer: What have been your experiences of the EAP that is available at work?

Respondent: Uhm...I think I have worked together with quite a lot of EAP's so...I don't think everyone makes use of it...you know uhm...I think it depends a lot on the type of person who is the EAP, who does the work as EAP. Mostly in the past it was social workers, there were EAP's that I saw that absolutely excelled and who can make contact with any kind of person and who people really make use of a lot...than someone will come that uhm...no one make use of...so I think it absolutely depends on the type of person. I myself have never made use of the EAP uhm...I also think their services is more important in terms of wellness sessions and to arrange stuff like that...uhm...

Interviewer: Does it happen that some of the bigger functions are arranged by the EAP?

Respondent: Not many but here and there wellness sessions that are arranged. In the past there was wellness sessions that was arranged...uhm...where they will for example get the cancer association to give a talk or they will invite people that come and measure blood pressure or do blood tests you know stuff like that or people that present health talks or whatever...so I think this is the role of the EAP to do awareness of the health risks of smoking and alcohol misuse, and stress and uhm...HIV and cancer and that type of stuff.

Interviewer: Will you say it's something that doesn't happen now but it can happen if they focus on it?

Respondent: Yes, I reckon so but once again it's about funds and I think they are also frustrated in terms of...uhm...here by us the EAP and the Special Programmes will work together on a regular basis to present stuff for the members because their focus is on the members but at the moment there are also not funds to arrange any of these stuff...if you arrange something it must be sort of people that come from the outside like Old Mutual or some of your donars and here

by us you are not allowed to accept donations so there is a lot of red tape around donations and so...so it's always an issue you know...so you must actually get someone that come and present a service to free you know...you than don't really have something to present to the members...uhm...you can't even really give food parcels like fruits or vegetables or...uhm...give a healthy meal with it...there is not really funds for stuff like that...in the past, maybe 2 years back, they got someone that came to measure blood pressure and talk about cancer and HIV and TB tests and do stuff and than they will sommer do a wellness programme and along with it they will give a healthy meal such as a fruit and a juice and a chicken breast with a salad and vegetables and that attracted a lot of members....but I think let the members feel that something is also invested in them, that they feel the Department also do something for them because I think the members feel a lot of times that the Department just take and take and they don't really care about their well-being and a lot of correctional officers feel like that I think because they work in a dangerous environment they feel the employer don't really worry about them you know. Than they also work with inmates that can be very rude and unthankful and just want the whole time and that feel they must get the stuff and everything you know...so I think many times members feels that the inmates have got more rights than they have and it's not really good when you have that imbalance that an inmate have more value and are afforded better treatment and are more important as me who are the worker you know.

Interviewer: In your opinion, is the EAP service marketed adequately?

Respondent: I think so...yes I think they do reasonably good...if I can talk about in my past experiences of it...the EAP would for example go out to the centers and than uhm...attend morning parades and market the service there...it depends a lot on the person you know if you can reach out to people if you can detect problems you know and what lengths you go to go and talk to supervisors to find out okay 'In the unit that you are working, who are the guys that maybe need help'...so you have to be very operational if you are in that position if you don't go in on ground floor into the centers you won't get clients, you can't sit in your office and think they will just come to you, you must go and look for them. But I think in terms of...uhm...the EAP services are reasonably

marketed, sessions are also presented for supervisors on how to use the services and yes...I think at staff meetings now and then the EAP will also say something or so...so I do think the EAP are marketed.

Interviewer: What does of all your experiences of your work and work environment mean to you?

Respondent: Uhm...I personally think in my career as social worker it's more meaningful when you work with inmates you know you really feel you invest in somebody's life, you make a difference in somebody's life...so I was also in a situation where I worked with inmates for years, that was more meaningful for me and you get a lot more appreciation from the inmates for what you are doing for them and you as social worker are often their only link with the outside world and also their link to get out of the Correctional Center because if they don't attend your programmes they won't get out of the Correctional Center, they won't get parole...so they appreciate what you are doing for them and they look up to the social workers and now also in the role that I am playing as a supervisor or manager of social workers, it's interesting for me and it's also a challenge for me to help them and to keep them sort of happy and satisfied and...uhm...to sort out the problems that they experience at the center and also be responsible for their growth and development and...uhm...and also in terms of how you perform you know...we are in a very strong management area where people perform well, so uhm...it is also very satisfying in terms of performing and to be part of a winning team. That for me is enriching, I can see what I am doing...it's a not just that I come here and do nothing and can't get anything right.

Interviewer: Do you have any suggestions to improve the working conditions of correctional officers?

Respondent: Oe hete! I am a bit out of touch with this because I haven't been in the centre for a long time...but uhm...in terms of a bit more members, there is a shortage of members but that is how I have always known it over the years the shortage of member that will put people under a lot of pressure and than...uhm...there are also members that will take chances and will leave the other members alone you know and that don't do their part uhm...so I personally think in

terms of recognition, I believe in recognition and motivation and...uhm...see what people are doing and encourage and I think a lot of correctional officers don't get it you know...uhm...and that makes them negative to do their job. Aag and I think for Correctional Services to fill vacant positions faster, they are very slow to fill vacancies...a head post which are a crucial post which are the most important post in the Correctional Center according to me will be vacant for 2 years and than there are nobody to lead a flock of sheep, so that is very negative and also supervisor positions and also crucial posts like your section corrections and section operational posts will be vacant for 2 years and than other people at put under tremendous pressure to be in the role and he is not even always empowered to do it and that is very bad...that makes one very negative...so that thing of posts that are not filled is very bad, it has far reaching consequences for the ordinary correctional officer also so yes....but I think the OSD and the increases that they received on the grounds of their years of experience maybe boosted them a bit you know...I think that was maybe a good thing but still your structures and ranks must always be right and your posts must also be filled to keep everything in place.

Interviewer: And for you personally, what will improve your working conditions?

Respondent: Aag I don't know...we are working now in a very driven environment where you are actually only pressured to do your best, you are actually only driven and you don't get that much recognition as what you ideally want...yes and than you don't have the stuff that you have in private institutions, I come from a NGO where everyone will come together for example at tea time...you know you have a 20 minute tea time and than all the staff members will join and drink tea together and eat a sandwich and that is nice and you will for example have a social every two months after hours at work but that was a small group...here you don't have that stuff, you only have big events like next week we will have a potjie kos event but it's such a lot of people so I think that individual attention and family feeling is lost in a big place such as Correctional Services and for me personally it's more encouraging and nicer just to know people on a more personal level and so on...but uhm...like I said we don't have a staff room where you can sit during lunch breaks, I think the members miss it a lot...in the big correctional centers there isn't really a staff

room where you can sit when you are on lunch break at 13h00 if you can't go outside the correctional center, and where you can go and sit there for the half an hour or an hour of your lunch and relax and rest and read magazines and relax a bit...I think it's important for me if you don't want to go outside for your lunch break that there is a place where you get out of the unit and just can go and sit and relax a bit you know, tea rooms or a staff room...uhm...that will be quite nice.

INTERVIEW 10: FEMALE PARTICIPANT NR 10

11/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: I have 11 years now, 5 years I was working at the Centre and than another 6 years at administration. So I started at juvenile centre [Pause]...uhm...juvenile centre working with inmates who have different backgrounds. Most of these inmates were raised by their grand parents and they were not educated you see...remember they are juveniles they are still young and they are in the correctional centre...and they are doing a lot of terrible stuff because of their background you see...and now since I was working with them I had to monitor, I have to assist and assist them with their education and than they become better and they become knowledgeable about things because you find out they do things because of lack of information you see...they're being used by other people you see and some of them they were in the correctional centre because of gangsterism you see the environment that they are living in has forced them to do things which they didn't want to do you see...know when they come to the correctional centre and working there they try to change them and speak with them and they say "Sister yes I am a changed person, but the problem is the environment in my community that I am staying in. I am still going to those old friends of mine, and if I refuse to be a gangster again they are going to kill me". So changing for me is not working, it's not going to work as long as I am going back to that environment unless I am going to somewhere else you see.

Interviewer: How do you see your role in the rehabilitation of the inmate?

Respondent: My role...I can say that I have made a difference to their lives because when I started working in the correctional centre the inmates were very wrong you see...but now I was working in the centre where the male members dominate but now there are females coming out in numbers, you can see now they are changing, there are changes in the inmates...their behaviour has become better and they are controllable...they were not controllable before...now they

become controllable and you can see that they want a parent figure...so we have to discipline, you have to be a mother, a social worker, a friend, everything to them you see...so I can say I played a big role in changing their behaviour.

Interviewer: Why did you choose this specific career?

Respondent: [Pause] because I like working with people and I like to change people lives, it's in my blood...and uhm...I changed a lot of people, I changed the inmates as well and I even when they go outside I also instruct them you must this and that and they will do it...we are like a family, I don't see the inmate as a criminal, I see that inmate as a person.

Interviewer: Do you think the way you seeing and treating them is making them want to make a change?

Respondent: Yah, and they want to be accepted that is why they change and uhm...one thing that I like very much about the inmates is that they are very active, you can trust them to do things and sometimes they go outside they work in the garden and the cleaning of the correctional centre they will make it very beautiful and if I am with them they are very happy...they are talking, they will talk alot, telling me all the stories...and another thing their education...inmates are not educated that is the other thing that makes them to do the wrong things that they have done... education is lacking.

Interviewer: What are the daily challenges or stumbling blocks that you encounter in your work?

Respondent: Things that makes my work difficult is when the inmates want to draw your attention...uhm...some of them for example if their is a problem of gangsterism inside...so sometimes you find the inmates reporting the matter but it's not taken up and than he will want to draw the attention with the members by doing something like swallowing a blade you...so those are terrible things for me. The biggest challenge is gangsterism. But the time I was working inside the correctional centre gangsterism was there but it was not active. What I have observed is that there is gangsterism but it is not active. It depends on the experience of the person who's working there. Especially it is better if you are

working in one section because you will find out most of the times security officers are working in different sections and that is a problem. But those few members who are working on a daily basis in one section, or who is permanent in that section, it is much better because you know how to control the section and you know how to discipline the inmate. So there is a challenge of rotating shifts because if you work in one section and tomorrow you work in another section...so the behaviour of the inmate change now, it become different. The other challenge is when you have to escort the inmate to court. For example this inmate is serving a sentence of 20 years and then he is further charged which mean that he's got other cases and now you have to take him for the other case to court for example to regional court and the magistrate have to sentence him. That part is very terrible. For example he is now getting a sentence maybe 13 years. You are escorting him now he is serving 20 years and now he is getting another sentence on top of that sentence. What will happen there is the inmate will use vulgar language aimed at the magistrate, you have to control that inmate. He becomes violent and remember you are a woman. So luckily for me I am always helped by police officers when I am working there at the court. The escort is very challenging when you take inmates to hospital or court. You need people there, the people that he knows...and now you are guarding and you find these people are gangsters.

Interviewer: How do you handle the challenges that you encounter at work?

Respondent: I talk! I discuss issues. If I have a problem I go to the manager or the supervisor and I tell him about the challenge.

Interviewer: Do you experience that you get support from them when you go to them with a problem?

Respondent: I did get the support most of the time because they know me. I am a talkative person. I have a way of getting them to listen to me.

Interviewer: Do you have support to help you deal with the challenges that you encounter at work?

Respondent: Sometimes you get support from your colleagues and sometimes you don't get support from them especially when it comes to Mondays and Fridays there are

challenges. You will find out there are a few members on duty. Now the few members on duty have to open the cells, count the inmates, give food to the inmates. So in that case you don't get so much support because we have to be strong, you are on your own. Although our policy says you can't work if you are less than 5 members the situation now is forcing you to work with less than 5 members...and then you have to be alert all the time because the inmate also take advantage if there are only a few members on duty they practice their gangsterism because they want to join the gangs so they have to stab but there is no instances where they stab a female officer. They only target the male officers.

Interviewer: What impact does your work and work environment have on your well-being?

Respondent: It does have an impact psychologically because every time you are at home you have to look behind your shoulder [**respondent demonstrating this by looking over her shoulder**] you have to be alert and then you have to think about things that happened at the correctional centre and you can't sleep. When I first started working as a correctional officer I couldn't sleep, it was difficult for me to sleep that day because there were inmates that were sodomised. Even the inmate that swallowed the blade, I couldn't sleep. Then members taught me you have to be strong because the inmates choose to be here. It's not your fault and then I felt much better and I became really strong.

Interviewer: What have been your experiences of the EAP that have been offered at work?

Respondent: The EAP programme of the previous correctional centre I worked at was good. It was working, because members were encouraging other members go there, they were writing letters, members were actively participating in the EAP programmes because there were programmes offered by the EAP and it helped members and their families as well.

Interviewer: What about the service of the EAP at the current correctional centre that you are working at?

Respondent: The role of the EAP is not so powerful because look at members, they are stressing. The EAP at this correctional centre has a long way to go before it can play a big role. All the information shared with the EAP must stay

confidential, it must not go to the management. Everything that I discussed with the EAP, it must end there and the EAP must refer members if there is a need.

Interviewer: Would you go to the EAP put of your own without being referred?

Respondent: Yes.

Interviewer: In your opinion, is the EAP service marketed appropriately?

Respondent: No, members don't know about the services of the EAP. Actually there was one member who was having problems and I told the member that he is supposed to go to the EAP for his kind of problem. He asked me about the EAP and I told him about the EAP and the services of the EAP. That is why I am saying it's still a challenge because the members don't know about the EAP service.

Interviewer: Do you think there is a stigma attached to using the EAP service?

Respondent: For me because I know things, I don't worry about what the people say as long as I am trying to solve the problems that is affecting me. Than I must go to the person that I know that I can talk to in confidentiality and I am assured it's stays between me and that person. If I go to the EAP, I expect that the information that I share with her must not go to the management.

Interviewer: Do you still consider your work as correctional officer as a challenge with all the stumbling blocks that you mentioned?

Respondent: There are challenges in terms of structure. Actually the challenges that we have can be resolved. It's a matter of misunderstanding things. So I can say it's not serious challenges, it's minor. I am happy at Correctional services and what I like most of the Department is it's easy to grow. You don't spend 20 years at the same level, it's easy to grow if you also equip yourself.

INTERVIEW 11: MALE PARTICIPANT NR 11

14/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: Uhm...I was appointed last year, 2 February...so it's one year and 6 months.

Interviewer: Why did you choose this specific career?

Respondent: Uhm...I think the work that I am doing is more related to what I have studied because I studied Public Management and I am doing procurement in the Correctional Centre.

Interviewer: What is your daily routine as a correctional officer?

Respondent: Okay...I was appointed as a procurement administration officer and I am doing payments and I am also doing contracts, contract manager. I am also a secretary for committee, so that is basically what I do.

Interviewer: When you started your training did you ever work inside a correctional centre with inmates?

Respondent: No.

Interviewer: When you received your training were you also exposed to the rehabilitation of inmates module?

Respondent: The thing is within DCS itself we are divided into two, we have people are under Correctional Services Act and we have the ones that are under the Public Service Act. So I am under the Public Service Act not Correctional Service Act. But it's actually very difficult for one to differentiate between these two tops of employee because we wear the same uniform...if very difficult if you re not inside...you wouldn't know...it's only us that are working in the environment. So basically the Public Service Act employees at more in administration at the Correctional Service centre and they are correctional facility based that is how I would put it. So what has happened is that uhm...as from last year we did attend...there is a course that we have been

attending...uhm...it's basically 5 modules, it's called Compulsory Induction Programme, that is where they actually tell you [Pause] what it is that you have to know, how does a correction centre operate...but we have actually never been taken to a formal practical training or taken inside a correctional facility. So even if you want to go inside the correctional centre there should be a member that is from the Correctional Service Act that must accompany you to wherever that you want to go...yes we are allowed to go inside but there must be a member of the Correctional Service Act that must accompany you to wherever that you want to go.

Interviewer: What are the challenges that you experience in your line of work?

Respondent: Uhm...first of all with the division that I have mentioned just now, the challenges are that we are not supposed to work with inmates...neh...we are not supposed to work with inmates...but uhm...the environment that we work under forces us to work with inmates you understand...so first of all that is a challenge to us...it's a risk first of all to ourselves because we don't form part of the people that have been trained to work with inmates...but the environment force you...for instance if I work at the back at transit where they receive uhm...the food for the inmates it's part of the logistics which is part of what I do...but then there are no people that are employed to actually [Pause] carry the stuff the groceries and all that, it is the inmates you understand...so [Pause] some way or some how I am directly interacting with inmates whereas I shouldn't....so it's a challenge. If something happens I wouldn't be able to handle the situation because I wasn't suppose to be in contact with inmates. I would say that is a challenge for me...because here at DCS you won't get any staff that is employed to clean the place...it's inmates that clean the place, it's inmates that clean our offices...so they are always around...so I would say that is a challenge.

Interviewer: Is there any more challenges that you experience?

Respondent: Uhm...not at the moment...so far so good, I have acquired a lot of knowledge throughout the time that I have been here...even experience wise I have gained quit a lot.

Interviewer: How do you handle challenges that you encounter at work?

Respondent: Uhm...you know....I would say that uhm...[Pause] once you approach people that you have been here before you about a situation...the unfortunate answer that you always get is that "It has always been this way" and really what I feel is that we should all be all under the same Act...that is my feeling...we should all be under one Act so that lets say you get appointed, we should also be taken for training even if it's a basic training so that you can be able to know what to do when something happens...but the unfortunate thing is they will speak of financial constraints and all that...so that is the unfortunate part is that it has always been like that.

Interviewer: So in which areas are the lack of resources that you are referring to?

Respondent: Lack of training...I will put it that way, financial constraints, belt tightening that is the answer that you will get.

Interviewer: How does it impact you if you don't receive training that you urgently need to perform your work?

Respondent: Of course you will have challenges, that I the unfortunate part if you don't receive proper training...I am always of the view that uhm...there is a difference between being trained and there is a difference between being trained and being showed how it is done. So in most cases the only that you will get is being showed how it is done and...the unfortunate part about that is when you are shown how it is done you don't know the consequences of doing the wrong thing...so that is the only thing that you will get...that I the unfortunate part that you will be shown how it is done, but you will not be taken to a full formal training by accredited service providers...so that is the unfortunate part...because we are office based, we work with systems...so it's different to what the people inside the correctional centre at doing because they work directly with inmates, they are not office based they work with human beings, us we work with systems.

Interviewer: How does it impact you if you apply for training and DCS decline your application stating there is no money?

Respondent: Since I have been here I have never been taken to formal training. I am working on the system, but I have never been taken to formal training...but I was shown how the system operate that's all...because they say the Department doesn't have money.

Interviewer: What impact does it have on you?

Respondent: It might not have an impact now but lets say in the future if I apply for a job somewhere else and that will require a certificate to prove that I did a Lotus course for the system that I am working on...so I think in the long run it will have a negative impact because you don't have a formal certificate for the system that you are working on.

Interviewer: What impact does your work and your work environment have on your well-being?

Respondent: Okay...at first I wasn't comfortable...because you see inmates around walking in the corridors...they say always watch your back but now you get use to seeing the orange colours around you...but I would'nt say it had a negative impact in terms of my performance and all that...like I said we work in the office mos...you get exposed to the inmates for very little time but it's not like they are always around...but it doesn't have a negative impact on me an also on my work performance.

Interviewer: How does the constraints that you mentioned like the lack of training impact you?

Respondent: I will say that sometimes in life your challenges that you face should'nt overcome or depress you but you should see them as an opportunity but you should always find a way to overcome it. One way to overcome a challenge is to rely on your own personal strength, I think it's a life lesson that in life you will get challenges and it's just a matter of finding a way to overcome that...try you level best actually do what is right and work through your challenges and that is my motto... that's I how I cope.

Interviewer: Do you have a support structure at work?

Respondent: Yes...some of the people!e that were here before me, I consult when I don't understand...they know the place and I won't pretend as if I know but place you know...I need all the support that I can get...so if I am not familiar or I don't understand something I make sure that I consult, I ask or I go to the policy and see what the policy says...I also asked for people with previous experiences to assist me with the problem that I encounter.

Interviewer: Do you find that they are willing to assist you?

Respondent: Some.

Interviewer: Is there some people who are not willing to assist you?

Respondent: In DCS there is what people call 'old members' and 'us that are new' and also in terms of schooling...we are young, we are fresh out of varsity.

Interviewer: What is the attitude of those old members?

Respondent: That is what I called 'we are young we are fresh from school'...old memers come from the old and we come from the new and you will find that some of them, there is a peception that says that we are here to take over their jobs just because we are new...so some of them will be reluctant to actually assist with the fear that you might at some point...they will teach you how is done and at a day you will become their manager...there is that perception amongst some, not all, old correctional officer.

Interviewer: How does it make you feel when you experience a situation like that?

Respondent: At first I didn't understand but now that I become familiar with the culture like I said not everyone is like that. So I know who to consult and I know the people who would be willing to assist me.

Interviewer: What have been your experiences of the EAP that have been offered at work?

Respondent: To be honest I have never made used of the EAP service but it is available, the office is available if one need to offload, the office is available...but it's unfortunate that I have ever actually been to the EAP...but I know that they are available.

Interviewer: Will you ever make use of the EAP service in the future?

Respondent: Yes, I get along very well with the EAP Practitioner...we started working at DCS at the same time.

Interviewer: EWP Practitioners come and go. What is your opinion of the EAP service?

Respondent: Uhm...You know I will speak of blacks neh...I am a black person from the Eastern Cape bread and buttered in the Eastern Cape...okay... lets say I am going through a difficult time so obviously you would need to speak to someone, that is what the whites and the Western culture will say..go and speak to someone...but with us blacks it's not like that...so it's a new thing, it's foreign to us if I can put it that way... it's foreign to us...not that I personally will have a problem to speak to the EAP if there will come a time, actually I will say that I am willing to speak to the EAP...but there is that cultural background that uhm...but gradually as time go by it will get better because people now are getting exposed to these things unlike the old days...so some people fear that whatever that they speak with the EAP it will end up being known by supervisors you understand...I think that is the general fear of people that once I have an appointment with the EAP or my supervisor refers me to the EAP, so I wouldn't be comfortable with offloading to the EAP with the fear that whatever that I will discuss with you it might come back to me or it might be known...that is why some of the people don't make use of the EAP service...also people don't understand the confidentiality of the EAP service. I think it's not clearly advertised or people are not given enough information about what the EAP does you understand...for instance I have been here for almost 2 years and I have never actually seen even if it's on Parade okay this is the EAP...they take to granted that member know what the EAP is for...they don't inform members on a regular basis that the EAP is available for members and what service the EAP offers...it's not marketed.

Interviewer: How can the EAP service be marketed so that members can us the service?

Respondent: I think if members can be properly informed as to what it is that the EAP does in morning Parades...if you have any challenges you can go and speak to the EAP Practitioner...I think it can work...because the reality is that the EAP is

appointed to assist the members and if we don't make use of the EAP they don't serve any purpose. So I feel if they can be properly marketed and members are given the information as to what is it that the EAP do, I think members may actually make use of the EAP. If members can be told that the information that you discuss with the EAP is confidential...just to make them feel safe.

Interviewer: What does all of your experiences in the correctional service mean to you?

Respondent: There are a lot of opportunities that is the positive aspect...I have seen people are growing.

Interviewer: Have you also experienced personal growth?

Respondent: Also, I have grown...I realised that I have grown...and I am still going far...it may not be in correctional services.

Interviewer: So you don't think that you will stay for long in the Department?

Respondent: I would say I don't see a future for myself in Correctional Service but if something comes elsewhere I will opt for it. I am still young, I wouldn't want to be in this environment.

Interviewer: Why don't you want to be in this environment?

Respondent: The thing is before I came here, I was working for Arts Cape theatre in Cape Town and before that I was an Intern at Environmental Affairs...the environment was totally different...like the atmosphere is totally different. Like I said you can't differentiate between me and the correctional officer because we are the same people...and sometimes I feel that **[Pause]** I didn't go to school to be restricted to do somethings...for instance I am not allowed to come in with a cellphone...I don't work inside the correctional centre with the inmates why should I not be allowed to come with a cellphone...I can't just move everywhere I want, there are security risks areas. Even the way that we want things, you are confined you are restricted. I am not so comfortable here in the correctional centre environment as I would be in another environment. Like I said, at this stage I think my goal is to grasp as much as I can to learn and not just to get the information and once I see I am full of information I

depart but also to make a difference in what I do and also in people that I work with while ensuring that the core objectives of the Department are met...it is not about me but it is also about meeting the objectives of the Department.

INTERVIEW 12: FEMALE PARTICIPANT NR 12

15/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: 21 years.

Interviewer: Why do you choose the career?

Respondent: Uhm...that time when I finished...uhm...both my brothers were in Correctional Services and then I just developed that interest and applied and applied until I was accepted.

Interviewer: What attracted you to the career?

Respondent: I like it to work with people and uhm...in the Correctional Services you get different people or and personalities and uhm...I didn't have a problem with inmates...you have to treat the inmates with respect if you want respect from the inmate...and uhm...like I said I like working with people and to help them...if they are wrong to help them right.

Respondent: What does your work as a correctional officer entails?

Respondent: I am working in supply chain, I am an order clerk. I have worked for 5 years in the women center in the correctional center and then they moved me to supply chain. I have been in Supply Chain for 15 years.

Interviewer: What are the challenges that you experience in your work?

Respondent: Uhm...I was in the task team of Correctional Services and uhm...and then they changed from centre based to non-centre based...and they gave us a choice [Pause] then I decided to choose non-centre based.

Interviewer: What is the difference between centre based and non-centre based?

Respondent: If you are centre based then you work with the inmates and non-centre based then you work at the offices and then you also don't work on weekends. So I decided to go over to non-centre based but I didn't know if I moved to non-

centre based than I wouldn't be able to participate in the EST, the task force...if I knew that I would have chosen centre-based.

Interviewer: Why did you make the decision to move to centre based?

Respondent: Uhm well...to be honest the weekends work and if you work on a weekend you don't have time for your family... that's why I decided to work just one shift...and that shift work was a big problem for me...that is basically all.

Interviewer: Was the shift work a challenge?

Respondent: Yes because my son was still small and I couldn't leave him alone...okay the father was there but the mother is something different...that is actually what changed my mind.

Interviewer: Was the work that you did in the task force not dangerous?

Respondent: It was dangerous but I enjoyed it.

Interviewer: How do you handle the challenges that you experience at your work?

Respondent: Uhm...I take it day by day.

Interviewer: Do you have a support structure at work?

Respondent: Yes my colleagues in the office...we are there for each other.

Interviewer: What impact does your work and work environment have on you well-being?

Respondent: All that were...it was probably 5 or 7 her ago...[Pause] with the death of my mother, I received psychological treatment but it wasn't work related... actually there was nothing else.

Interviewer: What have been your experiences of the EAP that have been offered at work?

Respondent: Uhm...I haven't experienced it myself. I have never made use of the service.

Interviewer: Would you make use of the EAP service if you had a problem in the future?

Respondent: No, I prefer to sort out my own problems.

Interviewer: What is the reason that you would sort your problems out on your own rather than go to the EAP?

Respondent: No, I just feel to rather go and see an outside psychologist. I don't have a problem with the EAP but I myself won't make use of the services of the EAP.

Interviewer: In your opinion, is the EAP marketed adequately?

Respondent: Uhm...no, I don't think so...there is a lot of changes, every time there is another EAP, I don't think it's marketed in the right way...there are members that doesn't even know about the EAP.

Interviewer: Do you think the EAP service is accessible if members want to use the service?

Respondent: Uhm...I would think so...if they could be informed about what route to follow and if their heads refered them.

Interviewer: If you were to make use of the EAP service, would you know what route to follow?

Respondent: No...Members have not been properly informed.

Interviewer: What does all the experiences at work and the work environment means to you? What value do you attached to your experiences at work? Do you still consider your work as a challenge?

Respondent: Yes, I take it day by day...to be honest I don't think that I will be at Correctional Services for many years still. I am not sure yet if I will resign or if I will go on early retirement.

Interviewer: Do you have any suggestions to improve the working conditions of correctional officers?

Respondent: If they can make the member more positive...and give more opportunities or challenges for the younger generation correctional officers so that they can advance further. I feel rather use the younger generation correctional officers and groom them.... don't worry much about the people who doesn't have many

years left with Correctional Services before they retire...make use of the younger generation correctional officers.

Interviewer: Is there something that you still want to add?

Respondent: The communication of the heads...or they just tell you...uhm...give you instruction you must do this, you just have to do it...they don't ask, they don't even consult with you...you must just do it...with that I also have a problem...one must firstly with the person...uhm...lets say something must be done if I just can make an example, there was 2 occasions that I had to take minutes at meetings in the mornings...than they just call me that I must come to the office and I must take minutes...than one is not even prepared and you have other work on your table that must be finished...and I just feel it's not right towards the member...one have to ask the member first if he or she is comfortable or can you do it.

Interviewer: What impact does it have on you if you are asked in that manner to do something?

Respondent: It upsets you...because according to me it's not right and you can't say anything, you must just fall in with their decisions or orders...that is the biggest problem that I have.

INTERVIEW 13: MALE PARTICIPANT NR 13

16/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: I have been in the service for 21 years, next year in February I will be 22 years in the service.

Interviewer: Why did you choose the career?

Respondent: It was my passion...in the first place...uhm...yes I studied further for 2 years, I am a qualified drafts man. I went to study drawing office practicing, passed and so on...uhm...I applied for 4 years at the Department of Correctional Services and was unsuccessful each time...well I can say that I like to work with people, but it was my passion... precisely my passion because my brother was murdered at the age of 20 years, his murderer only received a 5 year conviction sentence and uhm...he was released at the end. I felt that I can make a difference but it wasn't easy because it took about 5 years to get rehabilitated myself because I came here with a grudge in my heart. I have a technical background and how do you bring the two together...than I found if you are working at Correctional Services than you are sort of a sculpturer...you are working with people's lives, you can form them, you can do with them and can form them like you want them to be rehabilitated at the end of the day...I actually wanted to be a sculpter and I think it's a very good sculpture art that I am busy with each day.

Interviewer: You probably were appointed at the time that Correctional Services was still militaristic. Do you think the training that you received was enough to rehabilitate the inmate?

Respondent: Let say I was part of the transition nyears, I think Correctional Services demilitarised in 1996...but I have been trained in the militaristic style and afterwards they began to scale down so I was in the transition phase. Well...uhm...it's important that correctional officers be trained militaristic because it's a process where you are broken down as a person...broken down

in the sense that your forming process are dealt with, how to eat with a knife and fork, how to iron clothes, what is etiket, what is expected of you and self discipline of course is important...fitness, a healthy body houses a health mind and spirit...look at how the officers look nowadays, the officers are very fat, unfit...and we learned on the hard way and than we came to the Correctional Center and the theory that we learned we applied practically...uhm...I think it was a very good way of discipline on yourself, self respect off course and you discover yourself in the process and I think it was a perfect way of training but it's not like that anymore.

Interviewer: What does your uniform mean to you?

Respondent: Currently, the pride is not there anymore...if you go on the street nowadays, look any Jack and Jill has got a correctional officer capp on...uhm...any Jack and Jill has got a uniform on, a complete uniform...I am talking about coats and than you look at me, I don't even have a coat, but the man on the street has got a warm coat. Where does he get it? Mam, as I am sitting here just look at me, I am in rags...Look at my uniform, its torned.

Interviewer: Don't you get a uniform every year?

Respondent: No, I last received a uniform when I worked in Durban and...uhm...how can I put it...there is no more pride in wearing this uniform, I mean nowadays you see correctional officers walking into bars with their uniform. I was taught that you don't go into a bar with your uniform and I mean that respect is not there anymore and...uhm...how can I put it...demilitarisation caused that I don't know where I fit in, fit in the sense if a captain or colonel walk by than I stand up...that's my way of granting him respect. I once went to a function in George...uhm...their Colonel's walked in, and all the police men stood up and saluted...and when our people came in, our senior people, than the people didn't know what to do...it's a disgrace, they bring dishonour to us...and I mean if someone from the army, I still do it, t to show respect, even a pregnant women must be saluted and back then it was very strict...and pride and self respect is gone in the time of demilitarisation and but let me acknowledge also that demilitarisation also have many advantages...it removed that barrier between me and the inmate withnte result that I can talk to the inmate, I can

have a conversation with him...uhm...the human factor is more important for me...so I am an advocate of demilitarisation but on the other hand I still think about the militaristic era, people are carrying ranks and I am an adjutant officer...an ordinary correctional officer is talking like a 'lap wat skeur' and you can't address him about it...uhm...the way that's address each other, the way that we behave towards each other...look there is a lot of things...here are cases about discrimination, here are race quarrels, words that are uttered, juniors that speak to seniors like 'lape wat skeur'... that's what is happening...the members don't have respect for the uniform or for the rank anymore. The fact also that people get in rank positions very easily, they came fresh from the school desks, they studied afterwards...but he come in an environment from which they know nothing because he is just going by the book...and theoretical knowledge differ in practice from each other...so he doesn't know anything of what you are talking about but you have to comply because it's required on black and white, that rigidness, the rank of course does he come from the steps, did he climbed the ladder to come there or did he jump directly until there, it does make you negative.

Interviewer: It must be difficult for a correctional officer with years of service when a younger correctional officer that just finished with university is appointed?

Respondent: It's difficult, it's very difficult. He will miss the track, because what we will do and what happens mostly everyone will...there will be people that want to be in favour, and they are the people that will sell you out...sell you out in the sense of everything that you do especially if it's not right, where we 'skarrel'...uhm...where will he join and at the end he will join a click and than he will be lost...so he doesn't actually know what is going on inside the Correctional environment...the correctional center is important...at times it happens that you sometimes say when the inmate has a problem, when there's a problem with him 'lock him up' 'No sir, don't lock him up' it's just there where the trouble starts where officers are stabbed and are being hurt because he as head, he has got leadership skills but regarding our environment and our work ways he don't have knowledge.

Interviewer: Does it mean that a correctional officer must have knowledge of gangs to work in the correctional environment?

Respondent: Definitely yes, you must have knowledge. I come from a maximum where we will be sitting and all of a sudden they start with a stabbing, that's traumatic. Remember, I come from 3 Correctional Center's, Breede River is my fourth Correctional Center so...it differs from correctional center to correctional center. The ways of working differs so vastly because people differs from province to province...and that I experienced first hand that uhm...it is very difficult when you don't have knowledge about the correctional environment, for me it as easy to work in Durban because I come from Brandvlei I have knowledge about the number gangs...it's also true that culture does play a role...in the Western Cape there is a lot of coloureds, most of the inmates in the Correctional Center are from the Western Cape. Now I ask you the question 'what does someone from the Eastern Cape or Nothern Cape know about a Western Cape gangster?' They know nothing, do you understand what I mean...he doesn't know about the number, he doesn't know the Sabella...such people are pulled in currently. Except from the number there is a thing that they call the 'Fourth Camp, that's the JCY's and Dog Pounds and so on...that is the people that pull you in faster because they have money, they have power, thy know where you live, they know where your children goes to school and you are being threatened 5/11...it scares the young correctional officers to hand over inmates or to address certain stuff...than it is easier for me to work in an unfamiliar place with unfamiliar inmates as when I am working with people from close by... it's close to home...so Breede Rivier Managemnt Area itself is a very difficult correctional center to work at in the sense 'it's to close to home.' People that come here are people that are familiar. Some of our officers house's are burglarised than JCY is written with spray paint on their walls and their houses are ransacked...this is what is happening...and when that member comes to work than he says sommer straight I am not going to work here because that guy who broke into my house is also laying here...so it's difficult to work with them and so on.

Interviewer: How is it really with if a member is being threatened outside?

Respondent: At the current moment uhm...you will only stay as long in a position if you perform so...statistics, they are just hunting statistics...it's comply, comply, complain later. The part of management...he doesn't want to hear anything, the correctional center must just be in order, the inmates must not come and complain...uhm...if the inmate bumps his head immediately G111 is issued, immediately two healthy guards are taken and that is a loss of manpower...because the two members are used to guard one inmate and in that way weakens the member total because it's remand detainees, meaning the people that are sentencing awaiting, there must be two members that guard him...he gets the best treatment and he comes back, he is stiched up and he get medication and goes to a single cell, he is sorted out...but if you that are the member gets hurt what happens to you?...you must beg for G111, you don't get G111 they send you to a government hospital, you get the worst treatment, they reject it if you have to go for a follow up treatment. We don't get debriefing, you live in fear, I can't show I am scared. I don't know what's stress because it became an everyday occurrence I can't prescribe to my body anymore...I mean I was in the task force for 13 years. I have seen ditches and ditches full of blood, I have seen how inmates beg for help 'Sir, please help me I am busy dying.' I have seen how hands and thumbs hangs on to sinews, I have seen how correctional officer's blood are laying from one corner to the other, begging that goes out 'my brother, please just lock open'...uhm...I have seen to many blood baths! I have seen how inmates at being kicked until they feaus ontlas...I have seen how correctional officers are being stabbed so that knives broke off inside them, sharpened objects, rustened objects and now with the HIV if members are stabbed with knives which are contaminated with HIV blood...uhm... it's traumatic to experience it.

Interviewer: Is that the reality that correctional officers work with?

Respondent: That's correct. Than you ask yourself why does correctional officers drink, why don't they come to work? You know, to be a correctional officer you must have a split personality, a forced split personality. Sometimes officers forget to leave this rigid, bombastic manners at the correctional center because he's going home now...what happens now...you shout on your dog, you shout on your wife and children and you can't speak with that soft voice...so that soft

voice that you should use at home you can't use at the correctional center and sometimes one gets confused...the correctional officer are even starting to talk like an inmate, his whole attitude and the way how he walks, the way how he thinks...I mean you are so alert that when you walk in firstly you look for an exit...uhm...so that you can be constantly aware of the environment that you are in with the result you are paranoid to put it like that...where is the escape route, who is inside the room meaning as a person you are very alert...officers hang out with each other. That alertness is embroidered in you if you are a correctional officer...and that's not always nice...remember a correctional officer thinks 4 times faster than the ordinary person...uhm... certain stuff he detects from body language, your sixth sense is so sharpened that you use it in every respect and sometimes it isn't necessary to do it because you sit in church than you keep on looking behind you who just walked in, isn't it someone with a firearm, what if something happens in a shop even...if people fight outside than you can't help him by being part of the fight or by being a mediator and be a justice of peace because in the process you could get hurt...I must say there is a very fine line, the officers are scared nowadays to work with certain inmates because they are HIV positive...uhm...just a blood spat, frustrations with one another, frustrations towards the inmates, frustrations towards management...one wrong word from the inmate than you can beat that inmate to death. I have witnessed how correctional officers jumped from the second floor out of fear for their lives...inmates that came running to them with long, self-made knives...it happened. It was so terrible that I had a heart attack at the correctional center about 7 years ago...I was busy with EST training and uhm....it was an injury on duty, but nothing came from it. I have a pace maker inside of me, I myself can't physically work inside the correctional center, I can't spend long hours on my feet...but the pride that I have as a correctional officer I won't tell anybody when I am upset and I can't be made upset...one wrong blow against my chest and you can kill me...I have a double wired pace maker inside me...we have to walk through scanners, but I can explain everytime that I am not allowed to walk through this magnetic fields because it can negatively influence my pace maker because he will ask me a lot of questions...I have been denied to access correctional centers because I don't feel well afterwards...uhm...the long hours that we are working, cold in

the evenings, ablution facilities...you sit there it's unhygienic, diseases that you pick up inside the correctional center...TB, extreme resistant TB...uhm...except from the fact that you don't necessarily get sick you become a carrier of the diseases because you go home with this dirty uniform, you pick up child and infect them with the disease and than management will tell us we are not the cause of it, you live outside also while they know what the circumstances are inside the correctional center...uhm...I had the heart attack and I am not on medication currently...uhm...I had to live with it and I do precisely the same work as the other correctional officers. No distinction is made after I obtained the injury at the Department of Correctional Services. It's is difficult, sometimes I upset myself in such a way that I feel that I am busy hyper ventilating or I am going to hyper ventilate so..uhm...my off sick days number are very high...have management call me in and ask me 'Sir, I see there is a tendency every second weekend or every weekend you are off...Have someone ever called me in and said 'Listen here, lets look where the problem is. How is it going at home?'...There is nobody that gives a compliment or a tap on the shoulder and say we see what you are doing and we appreciate it...I mean it's only words but it carries power and it gives me that power and inspiration to do better in my work...uhm...Nowhere are you thanked for what you do. Why does officers go to Pines?...uhm...Do they have a conversation with you, are interviews done with you? 'How was your time off sick?'...Listen to what they do...they take my money just like that. It gets taken! It's stuff that upsets you! With you do you talk about it! I mean uhm...I have been charged but did management try to get behind the story...isn't there maybe problems at home. I want to be honest with you...I got divorced in the process, divorced! Have someone called me in and ask 'I see you look sad. Why are you off sick?' Nothing. My divorce papers are inside my car...here is a lot of stuff that I am going through and there is a lot of stuff that happened in my life and nobody is interested in that. You just have to be on duty that's all, you must work and go on everyday as if nothing happened and that's traumatic.

Interviewer: Do you think your work and your work conditions is a cause of your divorce?

Respondent: Definitely it caused it...it does play a big role of course and uhm...I mean if you are happy at home you will be happy at your work also and if you are not

happy at your work than you go home with that anger, obviously you are going to take it out on your wife and so on...uhm...it's a cycle, it fills each other up...and believe me I would have still be married today but things became too much for me...uhm...it definitely has an influence on your work too...uhm...you are not debriefed, nobody cares to put it like that, the work must just be done. You can have a look at my off sick record, it doesn't look good and it was never like that before. For 4 consecutive years I was named the best correctional officer at Brandvlei Correctional Center, each year I gave my sick days back to the Department. I had that pride and all of a sudden it's not like that anymore, I was happy in my work and now I am not happy anymore...and uhm...management themselves come here with their domestic problems, they don't care, they handle you as if you are a child as long as things comply...if you are involved in a fight with the inmate they are on the side of the inmate, they don't ask but why. They don't listen to warnings. You warn them listen take that man away from here or the man doesn't belong between the other people and when something happens what than...if you are a correctional officer for a long time than certain stuff happens inside the correctional center, stuff that you see...rapes that take place, assaults that happen in front of you, members that are attacked...that's traumatic. It's trauma that you experience, but you have to be strong to put it like that...you just have to be strong.

Interviewer: What are the biggest challenges in your work?

Respondent: Well to work with the inmate, it's a pleasure to work with them but the way they are being handled...me on the other hand, our duty clerk is at a lower rank than I am, and you at being told to go and work there and than you must just obliged and go there. I mean I have been in the Service for a long time...the worst of all, everytime that you go and work at another correctional center you are at the bottom of the ladder, they send you around, and there is no order. At the current moment I am totally underutilized, but I won't tell anyone, I just keep quiet... because the knowledge that I carry, they are busy underutilizing me...uhm...I have decayed so much in negativety and won't make anyone attentive on certain stuff. If they ask you how something is done than I will say I don't know while in the meantime I know how it is done.

Interviewer: Will you share your knowledge of the correctional environment with new and younger correctional officers?

Respondent: At the current moment I am a assessor of moderator for SASSETA. I am always willing to share my knowledge with members who want to learn, willing to give advice, give guidance. I dit it for very long, I did it for almost 13 years. I acted like a mentor and a moderator and completed a course and than I was also an assessor and moderator uhm...so I don't think it will be right of me not to share my knowledge with them. I am willing to do it...uhm... It's also true that there are a total lack of experience in the Department, members that resign and who are never replaced and new ones are coming in but who is going to teach them to read the correctional center. A time bomb is ticking because there are too few people that have knowledge of the number, there are to many young people...and to prevent a bunch of young people where one have to stop them and tell them not to beat further, that is where an inmate will be beaten to death and that is precisely what happened on Brandvlei...you get charged and than you must go and sit at your home, that's trauma and than you are not maybe the cause of the inmate's death. Just the mere fact that you saw it and were inside that circumstances...Yoh, mense... that's difficult.

Interviewer: What is you outlet for the stress that you experience at work?

Respondent: I don't associate myself with friends and especially not with colleagues... there is a difference between a colleague and a friend. I don't have friends outside, I prefer to be alone because I understand myself better...uhm...I prefer to do things alone. Officers on the other hand, they love women and alcohol, fast cars, like brag, they hang out in clicks and it predicts nothing good because what do we talk about...they will talk about alcohol, they will talk about the correctional center so you never come out of that environment....they always talk about the correctional center because they hang out together. I on the other hand prefer to be alone. I go to the beach a lot, I spend time with myself, alone....uhm... meditation, read, newspaper or a book. Just as long as I am on my own to recharge my battery. Remember the correctional center is a very cold and chilly place and everything is ashen pale, everything is cold. It's concrete, it's metal and you spend most of your time in the correctional center

and the moment that you start dreaming of the correctional center than its bad, than you must make a plan. With all my experience I don't feel up to this place anymore. If I can resign or walk tomorrow, than I will do it. I am tired of this place, I had enough. Although I am paid for it, I gave my whole life as a young man to a person, sacrificed it to a person that appreciates nothing. The appreciation is not there and for me...I have nothing left of my life. I mean I am grey. I am caught up in this job but after 21 years you can't just leave. The 30 year service mark is on its way! Well it's true that your integrity is important in a place like this in the sense that uhm...am I busy with the right stuff, do I keep myself busy with the wrong stuff. Do I notice the wrong stuff, do I address it or do I sweep it under the carpet? Am I involved with the wrong activities as an officer? What example is set for me if the minister himself can't account of 449 million rand that are missing. What is the example that he sets for me? This things is spiraling from the top to the bottom...uhm...Is there spiritual inspiration for me? We have a chaplain here but he means nothing for me, he is a zero on a contract...if he comes in does he preaches for me or for the inmate? No, he preaches about what conference he attended but he doesn't come to inspire me with the Word. There is no inspiration that I get from his side, spiritual feeding that I get from his side. Every second weekend I want to attend church but I can't because I have to work. Every second weekend I can go to church but that is the time that I must spend with my family. I am alienated from my family. I became a hermit because later on you get so caught up in your own world in the sense of I am so used to doing things on my own. I suffer, but I suffer alone. I don't need the help of my mother or to give me guidance. That pride that you have as a correctional officer clings to you in the sense that I will be without money but I won't ask my family for money...I won't ask my brother or sister for guidance because I am so used to solving things on my own and so it alienates you from your family. You way of talking, your way of thinking, you way of moving, all of that you learn from the correctional center and uhm...in a way it's an advantage because you survive in the sense that you're street wise...but if you get in places where it's not necessary to think like that than you still think like that...the power of the habit, even the language take over after some time. It becomes part of your existence, part of your way of speaking, thinking, even

eating...the way how you dress also because most of the time you are dressed in uniform you don't know how to dress anymore, you can't behaviour yourself between civilized people...you can't behave yourself between them because you remain a nerd, you notice the wrong stuff very quickly and that cause that you become an introvert later. You don't want to talk too much because you notice certain stuff too quickly. Because you work with thieves and murderers and stuff, you are very vibrant...it's bottled up feelings. If there is a fight outside, than you are the one who will end up in the correctional center in the end because you sit with cropped up frustrations. You sit with skillful thoughts where you want to show your 'convict' thoughts where people actually didn't mean it like that. You can't participate in conversations, you are alienated from civilization. The correctional center became your life. My personal view is that it's not a job, it's a calling because I was called to this job. In the 21 years that I am working for Correctional Services not once have an inmate lifted his hand for me. I am firm with the inmates, an inmate is not my friend but I handle him with humanity and if you treat him in that way you expect management to also treat you with humanity. Harsh words are uttered at you, than they spite you here that you must do this or do that, we will show you something else. There are out to hunt you because we are only statistics. Like I sit here, you can come and have a look tomorrow but I won't be at work tomorrow. I am going to stay at home. Why?...Other people can party at work, they are wearing private clothes and passes by everytime while you stand behind a fence like an embarresed dog. Have someone asked if you were at the function the last time so lets give someone else a chance...it's not done...the same people over and over again. I also deserve a chance to braai and to relax a bit but now I have to stand with a bullet proof jacket and a gun. Let me tell you something...I once worked at Brandvlei and things became to much and and I almost shot myself with a FM but luckily my hand couldn't reach the trigger. How many officers haven't committed suicide? In the bush...that's what got to me. There is nobody who is looking out for you, there is nobody that cares and says it time to go and talk to a psychologist...or go to the EAP, she can help you...nothing. Did an appointment with the EAP help? How can one blind dog guide another blind dog? The EAP is frustrated herself and than I must go to a frustrated person. There is no way! I will never put my pride in

my pocket, because you are used to that you must be a man you must have bravado...it gets to you after some time. I myself have worked at many centers, I have seen a lot of things but I had to keep quiet about it...I had to keep quiet about it.

Interviewer: Do you have a support structure?

Respondent: Yes, I have support...I have myself and my God and that's all. I can't go to anyone because if I talk, things will end up in the correctional center. So I don't trust anyone because this is something that I have learned...I trust nobody in any case because somehow he will also just disappoint you. It makes you alert, what you experience in the correctional center...later on you become just like them. You don't have a problem to sit in a small room the whole time, you don't have a problem to see nothing around you the whole day because I became like them. Remember, for the first 10 years that you are in the correctional center you start to think like an inmate, which is good because it helps you to do your job to the best of your abilities. The next 10 years you start to feel like an inmate...and I am at that stage that I feel like an inmate [Sighs]...You feel disheartened, you feel useless, nobody appreciates what you are doing in any case...than I would rather work in an retirement home where you are thanked 'Thank you my child. God will bless you.' At this place you hand out stuff, when you buy sweets and you give a sweet to every inmate nobody will say 'Thank you Sir.'

Interviewer: Have you made use of EAP service that are available at work or will you make us of the service?

Respondent: There is no way that I will make use of the EAP service. In the first place...uhm...this is the correctional center...things will be known in the entire correctional center at the end. If you go there already you are labelled 'That guy is in deep trouble now he's going there.' No, I don't believe in the EAP.

Interviewer: Is there a stigma attached to the EAP that cause that members won't make use of the service?

Respondent: The EAP service is totally underutilized. I won't ever make use of the EAP service in any case, there is no way that I will go. I will never go to a

psychologist because the once that must go to the EAP, why don't they send management to the EAP...send them to the EAP, let them learn how to work with people. That's a motivation for me to do my work even better, so take that negative energy and rather take those frustrations out on your work. I don't know what stress is! I can sit here and I can stress without me knowing it. And it's no use to tell people I can't work here or there or I am not allowed to do this. Because I still have my pride as a man so I won't ask them not to place me here or there. There is nothing more that I look forward to. The day will start sommer on a bad note when I come to work. You spend most of you time in your work but it's not a challenge anymore to come to work. I don't want to be here anymore.

Interviewer: Do you have any suggestions to improve the working conditions of correctional officers?

Respondent: More interest from the side management...more interest. EAP is a good thing, but the EAP Practioner is useless because she will sit in her office the whole time.

Interviewer: Do you think the EAP service is marketed adequately?

Respondent: Not at all...people wants her to keep quiet...people want to hide her that's why her office is situated there separately. She herself doesn't have a clue of what is going on inside the correctional center. Does she know what is going on inside the center...lack of knowledge. Does she have knowledge about the correctional center? Have she seen how the correctional center looks from the inside? Does she knows what happens when inmates hits each other with bowls of porridge? If members are held hostage and are being raped, does she know what it is? I don't think she has an idea.

Interviewer: Do you have any more suggestions to improve the working conditions of correctional officers?

Respondent: Things starts at home...uhm...if your house is in order it will be the same at the correctional center also. Members go home with too much trauma as a result of their rigidness and their manners. Have a look at whose children are using drugs, its correctional officer's children that uses drugs...it's them who are on

the wrong path. So if you can give a skill to a correctional officer and teach him to apply that skill than he can take it home and that is where his happiness begins, at his home. I don't have a home to go to anymore, my wife is gone we are divorced. Where do I go? I can't get my life in order because it's not in order at work, the two fill each other up. What they are doing now, to have potjie kos and braai's at work? Who gets to attend these events, do they reach the right target group? Do they sit with the duty roster, do they tick off who attended the previous events and at the next potjie do they give the members a chance who didn't attend the previous events. In the meantime I could be addicted to drugs, I could be addicted to medication, I could be an alcoholic, I could suffer from trauma but nobody will know. I wouldn't tell anyone in any case but it does have an effect on my work. Nobody show that interest to ask 'How are you? Are you orrait?' They just don't care. They just come to do their stuff and than they go, sit in their office with air conditioning on while I am busy between the lice to do my work every day. The relationship that exists, 2 officers for every 120/150 inmates. The work must be done! You get hurt inside what then? Then they will say you were supposed to look, what does the policy say, they bent the policy to fit them in any case. The human factor when it comes to members is totally not taken into account but the imate gets the best treatment.

INTERVIEW 14: FEMALE PARTICIPANT NR 14

17/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: I am in Correctional Services for about 10 years now.

Interviewer: Why do you choose this career?

Respondent: Aag I was still little, and there was a group of brothers in our family that was in Correctional Services...and the uniform always attracted me as a child but as one gets older you change your career choices...but I always held it at the back of my head and after I finished my studies I began to apply. It took very long before I was appointed, I applied for 10 years. I studied marketing, N4 up until N6.

Interviewer: Are you doing in Correctional Services what you studied for?

Respondent: No, currently I am working in the personnel office in the men's section.

Interviewer: What about the uniform attracted you to the career?

Respondent: What attracted me was the neatness of it, how the people looked in their uniform, the shoes that are polished so neatly, you just knew that neatness was showing to the outside. Look if you wear a uniform, than it immediately catches a person's eye with how it is worn and how the person looks in that uniform.

Interviewer: What is your daily routine as a correctional officer?

Respondent: My work entails uhm...we get on duty and than we all go to the hall in the center and than the head of the center will address us, we call it morning parade where all the members get together...and after he talked to us, maybe passed information through or something like that, my duty is to make sure that everyone that is on a duty list rapped on duty. So I will call out the surname than the person will tell me 'Diens' in Afrikaans or 'Duty' in Engels. So I will make a mark next to your name so that we know that the officer is on

duty or maybe he will call later and say he is sick or whatever the situation may be that the person can't come to work but just so we know who is on duty for that specific day. After that we go back to the office and I must make sure that information that I got there are put on a register where everyone's details are, than it is reported in that register...and than I must make sure that leave and sick forms are filled in correctly, I must make sure that the dates correspondent with the dates that the officer rappedorted that he is sick, or was on leave or took family responsibility leave...that I do and I also do standby...certain members gets a week standby so if that person was on duty, he is entitled to get standby and if he wasn't on duty than I must provide a reason why he can't get standby...I am responsible for the general personnel part of the center.

Interviewer: What are the challenges that you experience in your work?

Respondent: Look sometimes you get members that are a bit 'laks'. Look it's your responsibility to report whatever the situation is that you can't come to work, they must inform us. So sometimes we have got that type of members that will be a bit careless.

Interviewer: Are there other challenges that you experience?

Respondent: We are more than one that does the work. I can't say there is pressure because we work together in a group and we are more than one in the office. Everyone has got his part that he performs to make the tasks easier. Look at the end of each month we must hand in statistics and stuff like that must be done but I will say that we handle it because we are more than one so each one has his tasks that he performs for the day.

Interviewer: How do you handle the challenges that you experience at work?

Respondent: I will take it up with the person or with our supervisor in the office depending if he will discuss it with our head or if he will decide to solve the problem himself.

Interviewer: Do you have a support structure at work?

Respondent: Yes, definitely I have support at work.

Interviewer: What is the impact of your work and work environment on your well-being?

Respondent: You know in the beginning when we go for our training than we are told certain stuff that happens and what can happen. At that moment you are a bit startled because you have never been exposed to such an environment...but I must say...uhm...one get used to it, you get used to how the inmate is, you know how to handle certain inmates. So everyone is mos not the same...you get one with a short temper but you develop later on in such a way that you exactly know how to handle the person...so currently it doesn't have any impact on me because I am not in close contact with inmates.

Interviewer: What are your experiences of the EAP service that are available at work?

Respondent: Yes, I have at a previous occasion went to the previous EAP practitioner with a few personal and domestic issues that I experienced and I received very good advice from her about what I need to do. So I think it's a good idea to have an EAP especially in an institution such as Correctional Services.

Interviewer: Do you think there is a stigma attached to the EAP service?

Respondent: I would mostly think...men have mos that proud attitude of I would rather sort out my own problems. You know that male pride of them. So I think for many they perhaps don't feel like, that are maybe the reason, but I can't say for sure, they don't want to communicate with a strange person.

Interviewer: Do you think the EAP service is marketed adequately?

Respondent: Because I am in human resources, I know you can refer yourself to the EAP.

Interviewer: What suggestions do you have to market the EAP service more?

Respondent: I know with our current EAP, went she was appointed she came to our morning parade and addressed the members and introduced herself as well as the types of functions that she performs or was appointed for. So I think the members have a clear idea of what the EAP is about. It's not that they don't know what an EAP is and what the EAP practitioner can help you with. I know the members definitely know and the marketing of the EAP is good. It's not that they don't have knowledge of what the services of an EAP entails.

Interviewer: What do all the experiences of the work and the work environment mean to you? What value do you attach to your experiences at work?

Respondent: Yes...uhm...I learn a lot, every day I learn and yes every work has its own challenges...uhm...people with different types of personalities and you have to learn how to communicate with these types of people because it's very important especially in the office that I am working with personnel. So you must know how to work with people, how to handle people because everyone has his own unique character so you have to adjust yourself to everyone's character. You must be able to communicate irrespective of the cultural difference.

Interviewer: Do you think you made a good choice to join Correctional Services?

Respondent: Yes. Like I will say again every work has got its own challenges like all jobs have. One gets over it. But really, Correctional services had taught me a lot, to interact with different people and I used to be a very introverted person, I didn't talk a lot, was very shy, but you develop yourself so much in Correctional Services that later on I was able to talk with a lot of people and communicate with different types of people. So definitely, I am here where I want to be.

Interviewer: How do you see your future in Correctional Services?

Respondent: Experience...I really want to gain more experience. I haven't work in such close contact with inmates yet. Before I worked in the personnel officer, I did finances. Later on at one or other stage I would like to equip myself with what happens in each section so that I can have basic experience of what happens where...and very important specifically with the rehabilitation of inmates even if it means I have to work inside the Correctional center.

Interviewer: Do you have any suggestions on how the work conditions can be improved?

Respondent: I would think just to uplift and motivate the members more because we are working with inmates uhm...it's a stressful job even if you are sitting in an office or working psychically with the inmates. So just to uplift and motivate

the members more. A simple word like 'thank you' means a lot even though people might not think so, it's the little things that does make an impact.

INTERVIEW 15: FEMALE PARTICIPANT NR 15

17/08/2017. The interview was conducted at Breede River Management Area at late morning. The interview was conducted in an office at the finance department. The room was quit and there were no interruptions. The participant was very relaxed and talked very openly about her experiences at the Correctional Centre.

Interviewer: How long have you been a correctional officer?

Respondent: I've been at Correctional Services for 17 years now...uhm...I came here as a student from college and we were utilised at the gates but they made it a point that there is a permanent member so that you are not exposed on your own. So I was at the female centre and I used to do escort duties of offenders to courts but there was always a permanent member with you. You would be booked at the gates inside the centres, you would be booked at the maximum centre, and you would also be booked at the count yard where the offenders are getting their exercise. After that I was permanent, I was requested to assist at the office of the then Area Commissioner. So most of the things that I did there was administration, diary...uhm...assisting visitors who want to come and visit the Area Commissioner. I requested a transfer because I am originally from Worcester and I said I needed to be with my baby. So I just started here now on the 1st of August. I started at the male centre because I am centre based. I used to work like my weekends at Goodwood, simply because I am centre based and than during the week I will be at the office of the Regional Commissioner. So now what happened I've switched with someone who went to Goodwood, and I came to the male centre because the person was working here at the male centre. I can't go to the office of the Area Commissioner simply because the person I've switched with was working at the male centre. So the male centre for me is still okay because I've got a breather from the administration like it was hectic, I don't want to lie. So at least I've got that. So at the male centre I've been booked at the access control gate at their middle gate and the section...and I think the problem with the male centre is that it was not built for females. So they are struggling to place females hence they

are always at the visits because at the same time if they are placing females inside the centre there should always be a male member to guard the female so that makes things a bit difficult. So it's better for them to place them like outside like the visits and the gates.

Interviewer: What is the challenge that you experience in your work?

Respondent: Like for me there is a huge difference between a male centre and a female centre. Females offenders are very rude. The challenges at the male centre is the gangs, it's something that you can't run away from. Like most of the things they are busy with are gangs at the male centre. Yes at the females there are gangs but they are not as common as at the males. So like from my experience male offenders respect a female correctional officer. They don't want to do things which are going to embarrass them in front of the female correctional officer. They can do anything in front of the male correctional officer, they can stab each other but should there be a female present they behave up to their best. The female offenders are rude but you are getting used to everything as time goes by. At the beginning you are scared of the correctional centre because of the fact that you have never been in a place like this before, this is your first time that you are exposed to a correctional centre...but as time goes on you getting used to the environment but still even if you getting used you can't relaxed because anything can happen. You know it's like we are working with animals, with lions who's mouths are closed for just a second anything might happen. You can't just say I know them, you relax...anything can happen. So you need to be vigilant at all times and from my experience at the males you need to get familiar with the gangsters, you need to get familiar with the gang numbers...and the other thing that I've learned from working in a correctional environment is that it shouldn't be too quiet. When it's too quiet than you must know a bomb is going to explode. For males when it's exercise time all of them need to go out...but should they be in their rooms and don't want to do exercise, than you must know they're up to something and something will explode. So if such a situation is occurring, members need to be vigilant at all times be alert because it can't just be quiet. Should it be quiet it means that they are busy, and a bomb can explode at any time.

Interviewer: How does it affect you too always alert?

Respondent: You know I've never been involved with for instance just before I left Goodwood, the offenders were stabbing each other. There was gang violence between the 26 and 28 gangs. I was not directly involved because I was not working but it's just the siren went off and everyone who is staying on the premises needed to go. You know I think it's traumatising because because what is taking place for example in the evening that is when most of the things are happening...it's not like during the day when there are a lot of officials. In the evening it's only a few staff because you will find that one is booked at the C side and than the other one is booked at G side..I am talking about Goodwood because I am still unfamiliar with this centre. So you will find out that you are being booked alone, it's a big section, you need to do rounds after every 30 minutes. So I think it's traumatising because you are exposed to them stabbing each other, and you feel helpless. It's like there is nothing you can do because you can't open the cells, the cells are mastered. You need to call for help first even the officials who are working there during that time at night, they are not enough to open the cell. You need to get manpower and it is when the cell is opened that you will find a lot of damaged have been done already. So it can be traumatising because seeing people stab each other and you feel like there is nothing you can do and at the same time you need to keep on disturbing them even if it means that you have to break windows just to shift their focus from what that busy doing. So it can be traumatising.

Interviewer: Isn't it difficult for you who are a female and have a child to work in this environment?

Respondent: It is, but as I've said you get used to it. It's like this is my job I just need to learn and empower myself as much as possible so that I can try to feed...but it is difficult, I don't want to lie.

Interviewer: Is it difficult for you to switch off from being your role of correctional officer when go home?

Respondent: Yes, it is. You know family support is very good. I think it places a role because you know when you are getting home, you switch off...for instance I

switch off from the moment I get out of the correctional centre. I said you know what, I am out of the correctional centre now I am going to my family and I need to greet them with a smile. There will be my son who is waiting for me or who will give me a hug so at least that is...so family support plays a role.

Interviewer: Do you feel you have support here at work also?

Respondent: From the colleagues, yes. The correctional environment, yes we are colleagues but there will be this one special person that you will feel comfortable with sharing your problems with. It's not easy, you can't just tell each and everyone your problems but there will be this one special person with who you will feel I am comfortable with this one, I think I can share my problems with this person. So when it comes to that, yes they are supportive but you can't tell every Jack and Jill your problems. There should be this one or two people that you are talking to.

Interviewer: If you have a problem at work, do you feel you can talk to your supervisor or management?

Respondent: Most of the times that supervisor will always be there and try to assist as much as possible and if a supervisor cannot assist than he will try to refer you maybe to the head of centre and even if the head of centre can't assist you than they will refer you to the EAP.

Interviewer: What are your experiences of the EAP?

Respondent: Unfortunately ever since I've started at the Department I've never been to the EAP so I don't know. Okay, once I was in Cape Town there was an incident which occurred. Our colleagues were involved in an accident so two of them passed on. So it was a very straneous situation and it was traumatising at the same time. So we were referred to the EAP because one of the ladies who passed on happened to be my neighbour at single quarters and I knew her very well. So we were referred to EAP but that is my experience, whilst I was there I felt like I need to deal with this thing on my own. To me it felt like the EAP is taking me back whereas I know that at least I've moved from this stage to this at least I'm in the healing process. Like once I was there I felt like she was

taking me back than I said it seems as if I am wrong place, I am not at the right place. So I just requested to be excused. Other than that like I've never been to an EAP before.

Interviewer: But do you think the EAP is a good thing if you maybe have a problem?

Respondent: I think it is good because at least when you are with the EAP you are able to offload you know. You are able to take your stress out, you are able to talk and be free and be comfortable as much as you can instead of like with management it's not easy to talk. It's like there is that thing at the back of our minds that says 'You can't trust them'. So to us the EAP is like a stranger, it's someone I can just talk to, offload and after talking to him or her I will be okay and I know that whatever that we talked is going to stay between the two of us.

Interviewer: Do you think there is a stigma attached to using the EAP service?

Respondent: You know males...the mindset of correctional officials when it comes to the EAP, yes there is a stigma attached. You know it would be like 'You can't solve your problems' 'Jy's mal'. You will be teased, they will tease you. So there is that stigma that is attached to the EAP that you can't solve your problems, you need other people to come and solve your problems for you.

Interviewer: Do you think the EAP is marketed appropriately?

Respondent: Not all of the mam...for instance the correctional environment is a very cold place in this sense when you are coming it is difficult for people to accept you and in that process of being accepted, it very difficult for people to show you 'Here we are doing A, B and C, when you are were working there be careful of 1,2 and 3'. It's like they have got this mentality, you are coming from college, you were taught everything, you are supposed to know...forgetting that that was theory and you are now on the practical side and you need someone who will say, you know when you are working there be careful of 1,2 and 3. So it's in that way that I say the EAP is not well marketed because for instance the first time I heard of the EAP was after I have been here for a few years...and than I was asking 'What is EAP?'...and than they said it's someone who is there to assist you when can't cope, when you've got problems. You know after a

long time and than I said 'okay' but I was never told that there is such a service. So it's not well marketed.

Interviewer: What suggestions would you make to market the EAP more?

Respondent: I think the EAP should be on the induction. There is an induction mos when you start at each and every work place. So it should be introduced there, that okay you are still need in this place, you are not familiar with everything but as time goes on you will get pressure, you will be working under stressful conditions but this is not what we are being told. For example when you are working in the correctional environment you don't wish for your brother or sister to come and work here because it's a very cold place. I can handle anything that is coming my way but I doubt if my younger brother or sister will be able to handle such pressure but that is something you can't run away from. It is South Africa, one of the challenges of South Africa currently is the high rate of unemployment so people need work.

Interviewer: How do you handle the pressure of your work environment?

Respondent: [Laughs] For instance what helped me to cope is I am a very caring person but I said in order for me to cope here, I must take on a 'I don't care attitude' because what is taking place here you will come to work in a bubbly mood and than someone whom you don't know what happened at him or her house will come and try to spoil your day. So it's what is keeping me going is an attitude you know what, I don't care. Because I came to work with a positive attitude, I am not got to allow him of her to come and spoil my day. You know I was just telling someone at the gate, I said 'You know we are people, we are different, we are carrying different problems, so if someone is coming to work in the morning and decide to give me grieve it's up to me to spoil my day...because my attitude to someone who is telling me nonsense depends on myself. It's either I am taking it negative...if I am taking it negative, it going to spoil my whole day. But if I just say "You know what there is alot of pressure at home, it's not one of her best days"...so I am just letting it go like that.

Interviewer: Do you also use this attitude if a supervisor is giving you grief?

Respondent: With my time at DCS I've had very good relationships with my supervisors. I will just speak out you know what 'If you didn't get Kellogs at you home this morning, I did get mine'. 'Don't come from wherever and come and spoil my day'. You know that is the relationship that I've used to have with my supervisors. Like currently I don't have a supervisor so I don't know how it is.

Interviewer: If you think back of the time you became a correctional officer, do you think you made a good choice?

Respondent: Yes. You know the mistake that we are making neh...most of us came here with matric neh...our first mistake is not to register with an institution even if it's Boland College. We are just relaxing, and than like after 5 years you realise if I've registered than with one of the institutions I've could have been far. That is what is taking place, we came here and we just relax and you don't think of let my go to Boland College it's just over the road...let me just go and check their fees and what I can register for. We are not doing that, I think that is one thing that we are failing on. DCS is one of the best departments...you get bursaries, you get study loans, you can study as much as you want to...but when we come here we just relax. It's just that we do not make use of the oppertunities, we tend to relax.

Interviewer: Do you also experience shortage of staff in your section?

Respondent: Alot. There will always be shortage of staff because of resignations, people are being promoted to other departments and to other management areas so a shortage of staff will always be there.

Interviewer: What does all your experiences as a correctional officer mean to you. Given your work environment is your work still a challenge for you?

Respondent: Not at all. But everything depends on oneself. It is up to me to empower myself by studying so that I don't get stucked in one place. Remember a promotion nowadays comes with a National Diploma. So it's up to me to study, it's up to me to equip myself in whatever it is that I need to equip myself with. The ball now is in our hands. Like Correctional Services has

given you a job, it's up to you as to what you are doing with it. Everything depends on you.

Interviewer: How do you see your future as a correctional officer?

Respondent: I see myself in a managerial position in this sense I've worked in offices, I've worked with different people and based on my experience approach is very important and it can destroy a person or it can build a person. You know approach is very important so I do see myself in a managerial position and I know that given an opportunity I can be the best. I just gave myself 2 years because I am left with 4 modules to get my diploma in Fleet Management in Public Transport. This semester I am registered for two modules and if things go according to plan and God spares me I will be left with two modules which I will finish next year.

Interviewer: Do you have any suggestions about how the correction officers working conditions can be improved?

Respondent: You know what needs to improve alot because correctional officers are not only getting pressure from their work environment, they are also getting pressure from other colleagues like duty clerks. Especially in the correctional centre duty clerks are putting a lot of pressure on correctional officials and as a result correction officers are booking of sick alot. For instance if our duty clerks can have the best approach in approaching members, I think we can take this Department as far to where I don't know where is possible. Because they do have an approach, they have got this forcing tendency. You know when you need me to assist you, you need to come down and ask in a polite manner. When they are talking to us it's like I don't want you to work here, I want you to go and work there and when you say it won't be possible that say I am telling you to do it. Things have changed, I am not sure if the head of centre are using the duty clerks but thing have just changed. You will find out a duty clerk its like he or she is the heads of centre. You know she is giving harsh instructions to members and than the member will say okay I will go to work where you want me to work and then the following day he will report sick. If we can have in managerial positions, I am not saying that people need to be humble...but if we can get people up there who can show people as you

come down, that you know this is how you manage people...this is how you talk to people. In correctional services what is killing us is that you will find that our head of centres are very rude. You even prefer your supervisor because your supervisor is most of the time they are always there because they are also under pressure. So if we can get someone from the top that is humble, humble but strict when it comes to work. If there is a due date, let's meet the due date guys. But a humble person who will show them this is how you work with people. Humble yourself because we are public servants. We need to humble ourselves towards the community that we are serving, towards the offenders, towards our colleagues and towards each other. But that is very difficult here. If we can get someone that can preach that. It's very difficult to trust management, hence members prefer EAP because we see the EAP as a strange person. It's like the EAP is not one of us you know I can trust and I can tell her everything, I can tell her how I have been treated here by my head. It's difficult because it's like they are taking management up there and forget that at the end of the day we are all human beings. Yes I am a manager, I need to manage not control. I need to manage, I need to see to it that everything is in order. I need to manage my people not control them. Because at the end of the day when young managers are talking to elders, you won't like it. When they are talking to elders it's like they are talking to young children. Even if I am a manager I still need to treat them with respect and the dignity that they deserve because at the end of the day we are talking about people's husbands. Young managers they don't have respect.

Interviewer: What meaning do you attach to your uniform?

Respondent: Especially now that we don't have uniform, my uniform means a lot to me. You know my uniform is old, but when I wash it and it's on the line I will come and iron it because I want to look good on Monday. My shoes are finished and broken, but I will polish my shoes. It means a lot.

INTERVIEW 16: MALE PARTICIPANT NR 16

17/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: I went to the college in 2011 and was permanently appointed in 2013.

Interviewer: Why did you choose the career?

Respondent: I am always willing to work knowing that I also received a chance to make a better living for myself.

Interviewer: What is your daily routine as a correctional officer?

Respondent: I work with the books, serve food. I have a very busy day. If everything is right and I served food to the inmates, counted and the head is satisfied, than I believe my work is done for the day.

Interviewer: Do you work psychically work with inmates?

Respondent: Yes. We worked with the convicted inmates where there were a lot of hard core criminals. That is how I started working immediately after I finished my probation period. My passion is for work, because I come to work with a purpose every day. I'm not here for the money, but I want to work for my children. So I have a passion for work and for me it's about doing your work and that's all.

Interviewer: What are the challenges that you experience at work?

Respondent: Challenges is the amount of people that we have in the section for the day that is a lot less versus the amount of inmates with whom we work. Look, a lot of times the officer is booked off sick, the officer is on leave and the officer are being moved than the amount of officers versus the amount of inmates that we have is one of the biggest challenges that we have in our section. But otherwise I don't see that there are any other challenges and the cooperation is good if we are a lot of members on duty.

Interviewer: What is the impact of the challenges that you named on your well-being?

Respondent: Look we are trying to tidy up everything. We won't get to everything. I am a case officer in the section and I won't get to my case files. Look, there are inmates that I have to see on a regular basis for example during the month I have to see a certain amount of inmates. If there is not enough officers on duty, than there isn't time to get to all of my cases. There are inmates that must be released, inmates that have to switch over, complaints of inmates that we have to handle and than there is stuff that the case officer do on his level, we won't be able to get to everything. That's what keeps one behind a little and each day puts you behind for another day. Two days put you behind for almost 2 or 3 days. So it is accompanied by the amount of officers that are booked. Today again there were inmates that neede to be escorted to court and to hospital. We are 4/6 but two officers must go for escorts' duty to hospital. Than two officers must be withdrawn and it result that the amount of officers in the section are less. Than that officer who is busy with his paper work must leave it and concentrate on what I going on in the outside and than he doesn't get to his work... it's not always the case but it's also part of the challenges.

Interviewer: Is the training that you received at the training college enough to help rehabilitate the inmate?

Respondent: I would say that in-service training at the correctional center itself would have been a better thing because why at college they teach you the finer things but when you get to the Correctional center it's not the same as what you have learned at the college. Because at the college you don't work with the inmates but when you arrive at the Correctional center you see what it's about and a different picture is created. Now you are face to face with the inmates and...uhm...to rehabilitate them, many are there because they want to be there and he is just thinking about his parole and release time. Than you get that inmates that really wants to participate in the programmes and they want to change. If you have a one on one with them and you chat with the inmate than you get that inmates that indeed learn from the programme. Than you get those inmates they do the programmes and yes and no but they don't learn from the programme. But I think the programmes that are done must work more on a one on one basis. If you work on a one on one programme than you hear the power of the inmate's voice and you hear what he really wants to tell

you. We have a class of 20 and you explain to them for 3 weeks but what you forget is that you didn't talk on a one on one basis with the inmate. He gets his certificate that he completed the programme and the parole board see that he completed the programme. He gets parole and than he is released but 3 months in his parole he comes back again. I like it to chat one on one with an inmate, than you know how this inmate's heart is beating.

Interviewer: Is it how the programme is designed or is it a lack of manpower that cause that a one on one can't be done with the inmate?

Respondent: A lot of times the programmes are in a group session where things are explained and a lot of times it's questions and answer format. I mean for me a programme is more about a one on one basis. For me it's more important to have an open conversation with an inmate on a one on one basis. If you have a one on one with an inmate you can see if the inmate is ready to be released or you can see he is not ready to be released on parole and he must be held back a bit. But nowadays the inmate keeps his part clean so that he can get parole. It's not always possible to have you a one on one but at least get an opportunity in your programme to include a one on one conversation.

Interviewer: Do you have a support structure at work?

Respondent: If we are at work than we help each other. I don't really have a problem with the men and we work well together. As a team we work out our tasks for the day before the day starts. Our team work well together, we can go to war with our team. I am talking specifically about the section that I am working in. We can go to war together.

Interviewer: What is the impact of the work and the work environment on your well-being?

Respondent: I have learned a long time ago that when you come for work, than you do your work and that's it. It's not cat and mouse games. For me work is work and home is home. My private life is my private life and my work is my work. If I walk out of here today I go home and when I come back tomorrow morning than I come to work.

Interviewer: What have been your experiences of the EAP that have been made available at work?

Respondent: What I know about the EAP is that they work with work problems and if you have personal problems at home or with colleagues or so you can make an appointment with the EAP practitioner and go and see her. Personally I have never made use of the services of the EAP practitioner.

Interviewer: Have you never had a need to go and see the EAP practitioner if you have a problem that is either work or personal related?

Respondent: Aag here by us it's like 'did you hear this one and that one was at the EAP'. I haven't made use of the services of the EAP because I try to rather deal with things on my own.

Interviewer: Surely the EAP Practitioner will be able to help you. What made you decide to rather deal with things on your own?

Respondent: If you had a problem like in my case, it wasn't a personal problem, I was attacked outside, than the officers would have made jokes about it. If you come to work with a broken lip on a Monday than you aren't even through the gate than everyone knows about it. Than they will sommer say that you had a fight over another man's wife and it's not even what happened. And it's actually about that your social life should never be discussed at work because tomorrow the other person will know better about your own life than yourself.

Interviewer: Do you think it's more difficult for men to make use of the services of the EAP?

Respondent: Yes, for a man it's more difficult to make use of the service of the EAP as what it is for a woman. A woman will chat better with the EAP practitioner than a man would chat. I don't want someone else to sort out my problems, why can't I do it myself. Where the woman will want to go and see a counsellor, the man will say lets sort this thing out ourselves. From my experience I think it's mostly women that will go and see a counsellor or the EAP practitioner rather than men will do it.

Interviewer: Would you go and see the EAP practitioner if you had a problem?

Respondent: I would go and see the EAP practitioner if I have a problem.

Interviewer: In your opinion is the EAP service marketed adequately?

Respondent: Look, the people know about the EAP but I am speaking about the men section now. But it must be something very serious before he would go and see the EAP. I think the only way that a man will go to the EAP is when he is being pressured by management or he must be really in big trouble. A man will try to sort things out on his own but that is where we men think we are smart that we make the mistake. But I think the EAP is something good in the Department. But even if they expose the EAP practitioner 10 times every week at the center the men won't make use of the service.

Interviewer: Do you think the EAP service is accessible for officers? Would you know what route to follow if you want to see the EAP practitioner?

Respondent: I don't know how, I haven't gone through those lines to find out how. I think a lot of men if they come to that stage of finding out of how to see the EAP, they will find it out. But if he is not interested at that stage he won't know how to make use of the services of the EAP.

Interviewer: What do all the experiences at work and your work environment mean to you? What value do you attach to all of your experiences at work?

Respondent: Look in this time to be a correctional officer it's a bit tough. I am still in the learning phase, I learn a lot from the...uhm...older officers with years of experience. I learn about how they worked in the past, what they did. I still learn every day. Our new generation in comparison with the older generation, is not the same. Rules changed and nowadays you are here for your work. You must maintain the discipline that is not there anymore nowadays. If the inmate snaps his fingers, you must jump. I think the quality of the correctional officer in the military era was much better than what it is now. The officers that retire now, one man that resigns is almost the power of 5 or 6 men that are lost. That man has got the knowledge that our new officers don't have. They teach you stuff such as making you aware of certain stuff in the correctional environment, they know the correctional environment like the palm of their hand and we must learn from them. At the college they teach us how the rules

work. I have learned on the hard way but I am always curious and than the older members taught me how it is done. I am always in the company of older members to find out how they worked.

Interviewer: Do you have any suggestions to improve the working conditions of correctional officers?

Respondent: More in-service training, add more programmes for the officers. Uniforms are a problem for correctional officers. It takes really long to get a new uniform and if there is uniforms available, than it's either too big sizes or there is simply not uniforms available. If one walks in the streets, for me it was always in that years when I see a correctional officer, he is neat, the uniform is clean and ironed beautifully. Not he is walking in the street and he is wearing a uniform that is patched, or the trouser that you are wearing is almost 4 or 4 years old and you don't have others. You must ask someone else 'Please give me a trouser' than you must make your own size. Than you have to ask someone who is retiring, 'Sir don't you please have a trouser or a shirt for me?' It's bad! We filled in forms recently but we don't know how long it's going to take this time...Witbank doesn't have uniforms. The moment that you wear another clothing when your uniform is torn than you are told 'it's not allowed and don't change the uniform', but you don't have. The shirt that I am wearing is torn at the back of the collar. The jacket I got from one of the heads. I don't have! So you must ask 'Sir, you have been in the service for 20 years, don't you have an extra shirt or jacket at home for me?'

INTERVIEW 17: MALE PARTICIPANT NR 17

23/08/2017.

Interviewer: How long have you been a correctional officer?

Respondent: I have been an officer for 20 years now.

Interviewer: Why did you choose this career?

Respondent: Uhm...it was always my passion because my father was a correctional officer. Than it became my passion also.

Interviewer: What do you work as correctional officer entails?

Respondent: At the moment I am a Security Coordinator duty clerk. I see to it that all the posts are filled in the men section, which is my job at the moment.

Interviewer: What are your daily routine as a correctional officer?

Respondent: When I come on duty I have to go and look who is on duty and who is not on duty...is all the sections manned, is all the courts put out. That is nowadays part of my tasks for the whole day. I must see that all the places in the centre are manned. That is my big goal.

Interviewer: What are the challenges that you experience in your work?

Respondent: Yes, there is. Especially the member total and the members that I booked the previous day but don't come to work. That is a big challenge for me.

Interviewer: What are the reasons that the officers don't get to their work?

Respondent: I can't say because they have got them own reasons. Many go off sick because they are really sick. Many go off sick just to stay at home. Many don't even get to work but they don't even inform us. I don't have an idea what their actual goal is.

Interviewer: How do you handle it when officers don't rapport on duty?

Respondent: Well, because it is my job I basically can't go and look for help. I must handle it, I have to look where I can steal a member to put it like that or take a member out of a section or out of an office just to close that hole for the day. That is my job, I must do it.

Interviewer: Previously when you worked inside the correctional center, what were the challenges that you experienced?

Respondent: To be honest my biggest challenge was to get through the day. Uhm...in the mornings you go to work but you don't know if you will return home because you work in a correctional center and anything can happen. That was my biggest challenge, just to finish the day.

Interviewer: What impact did it have on you?

Respondent: It was really stressful but your colleagues make it much easier for you especially when you have been working together for some time. You know the one has got the other ones back, we are looking out for each other. So that helped me a lot because I knew that I worked with good officers or the right officers. That helped me a lot.

Interviewer: Is it officers with years of service or is it younger officers?

Respondent: Many of them have been in the service for longer than me or most of us started in the service at the same time so we know each other.

Interviewer: Can you count on the support of younger members also?

Respondent: Many of them really wants to learn, but than there are those that just come to work to pass his day and go home, he doesn't want to learn. So it's difficult but we try to take them by the hand.

Interviewer: In comparison to the work that you previously performed and the work that you perform now, what do you enjoy the most?

Respondent: I will say the work that I do now, Security Coordinator duty clerk. I enjoy it more. It's also very stressful but I enjoy it more because I work better with members than with the inmate. Because the inmate is like a naughty child.

You must tell him the same thing over and over again where you don't struggle as much with the officer. So I enjoy what I do now more.

Interviewer: Do you think the training that you received is enough to help rehabilitate the inmate?

Respondent: No, I won't say it was enough. I would actually say it is too minimal because the training that we received was more physical instead of to rehabilitate. That is why I say the training was too minimal. The rehabilitation side of training for me was too minimal.

Interviewer: Do you think the programmes that are presented for inmates aid in rehabilitation?

Respondent: I will say from my side that it helps but again it's not the case with everyone. Because all the inmates are not the same and they don't come from the same homes. They are just different, they are just made like that and they don't want to reform.

Interviewer: Do you think that the training that you received helps with the challenges that you experience?

Respondent: I would say especially the in-service training helped. It helps a lot when you physically work with the inmates.

Interviewer: What is impact on your work and your work environment on your well-being?

Respondent: Was it last year, two years back I became very sick in the post that I am currently in, duty clerk. But at that time I was alone and a tremendous amount of stuff was dumped on me. I became sick and they took me out of the office for a while. But when I came back I told the head I want to go back to my post and I have been there for almost a year already and it's just getting better. But in any case I got someone who's working with me so the stress is not on me alone anymore. It's really going well, things are good.

Interviewer: Did you experience psychological symptoms or was it more psychological symptoms that you experienced?

Respondent: Yes my stress levels were high. There were also physical symptoms. I had a lot of headaches, I was just physically tired. Every day when I got home I was tired because your brain never switches off in the post that I am in...he is working the whole time since you knocked off until you get home. If you get home than you think did you book that officer there or will that officer come tomorrow. So your brain doesn't switch off and you get physically tired.

Interviewer: What impact did it have on your family life?

Respondent: My wife started to complain that I must get out of that post. But I loved the work so much, I never realized that I was neglecting her and the children. But I assured her that it won't happen again and things are good now.

Interviewer: What helped you to cope?

Respondent: The fact that there is someone who is working with me. I am not alone anymore. So it tells me it's not necessary that I have to worry alone over a situation. That calmed me a bit. Sometimes I couldn't get through everything, so now we can share the work, you do that and I do this. The head told me that time when I applied for the post that I am in now, after the head position it is the most stressful post. I believe him because we have to deal with everything.

Interviewer: What are your experiences of the EAP that are available to work?

Respondent: Let me say, I have never been to the EAP myself. I never had a session with her. But what I heard from people is that it's a good thing that there is someone like that where you can offload about your problems or stuff. From most that I heard from say it's a good idea, it's something good to have a person like that.

Interviewer: Will you ever make use of the EAP service?

Respondent: I will the moment that I need the EAP. I will.

Interviewer: Do you know what route to follow to access the service of the EAP?

Respondent: Yes, I think it was clearly explained because everyone knows what to do to get there.

Interviewer: In your opinion, is the EAP marketed adequately?

Respondent: I know about the EAP service.

Interviewer: Do you think the EAP is accessible for officers?

Respondent: Yes, definitely.

Interviewer: Do you think there is a stigma attached to the EAP?

Respondent: No, I am not afraid. Members can say what they want to, I don't listen to it. But I also reasoned like that, a psychologist especially, he tells you stuff that you already knows. I also reasoned like that until I found out it's not the case. So I will make use of the EAP service at anytime.

Interviewer: What do you consider as the positive aspects of your career?

Respondent: The biggest positive aspect when I was still working in the section, was to help the inmates. I am crazy about it. I like it to help someone. I am not working in the section anymore, but when I get there and an inmate calls me and asks me something than I will go out of my way to help him where I can or where I am allowed to helped. So that's a big positive aspect, to help the inmates if they for example have problems with their people outside and I can help them with it.

Interviewer: What do all the experiences of your work and work environment mean to you? What value do you attach to all of your experiences at work?

Respondent: Because I enjoy my work, I enjoy it to work with people, I enjoy it to work with members, I enjoy it to work with the inmate, and I enjoy it to be with people. That's why I thank the Lord every morning when I open my eyes just to go and work and that I can provide for my family because that is another big thing. I enjoy it to go to work in the mornings and to work with people.

Interviewer: What value do you attach to your uniform?

Respondent: I have big respect for my uniform [**Laughs**] that much I can tell you. Many people don't like it after they have knocked off from work to walk around still in their uniform but I don't see any fault with it. When I knock off from work and I have to be somewhere than I go in my uniform because I am proud of my uniform. So I don't have a problem to walk around in my uniform. Let me

say the uniform is actually my pride. I am proud to be a correctional officer. I am not ashamed of anything in the service, because we do our work. So I don't need to be ashamed of my uniform. It's my pride. I don't see myself in another career than a correctional officer, it's my life.

Interviewer: What suggestions do you have to improve the working conditions of correctional officers?

Respondent: What I observed is that some of the officers come to work just to pass his day and go home but he doesn't come to really work. I want them to wake up in the morning and tell themselves I am going to work to really work. Even if they do one thing for the day but you think you performed it well, than you have worked for the day. But like I said some officers just come on duty to pass their day and go home.

Interviewer: What is the difference between you and officers that come to work just to pass their day and go home?

Respondent: Maybe it's because they didn't want to be here in the Service. He maybe didn't have a job or couldn't get a job and than he applied at Correctional Services and got the post. But his hart is not here, he doesn't want to be here. Maybe that's the case, I can't put my finger on it. If you come to work than you will be offered opportunities to work yourself up so that can work in an office eventually. If you are just coming to go home, than you will mean nothing for the Department. So you must firstly come to work so that you go and work in an office eventually. And management must be able to see that the officer wants to work or he can work so we can use him somewhere. Like I said you must wake up in the morning with the goal to go and work. You mustn't go with the goal of it's only another day, I will sit my day over and go home.

INTERVIEW 18: MALE PARTICIPANT NR 18

23/09/2017.

Interviewer: How long have you been a correctional officer?

Respondent: I am an officer for 22 years already.

Interviewer: Why do you choose the career?

Respondent: To be honest at that stage it was all about getting a job. That's why I applied and I got the job. There were no specific reasons and you took what you got and I applied back then and got the job.

Interviewer: What does your work as a correctional officer entails?

Respondent: Uhm...my work is about security, safe guarding of inmates to prevent assaults in the Correctional centre itself, inmate on inmate, inmates on members and to prevents escapes and that's basically my job.

Interviewer: What are the challenges that you experience in your job?

Respondent: I am a dog guide and stumbling blocks for me is basically about I don't get my dog trained anymore because there is just not time for it...uhm... it's about the total number of officers in each section must be full because serving food takes priority, and your amount of inmates is more than the amount of officers. So my biggest stumbling block is that we don't receive enough good quality dogs to train to deliver your task in the best way. You want mos to be proud of your dog especially to ensure safety and prevent assaults.

Interviewer: What are the reasons why you don't receive good quality dogs that you ideally want?

Respondent: Correctional Services doesn't buy dogs anymore because there is no money to buy dogs. You have to be satisfied with your donation that you have and you have to try you best now to train that dog.

Interviewer: What impact does it have on your job if you don't have the quality dog that you ideally want?

Respondent: Yes, the dog I can tell you won't be so hundred percent obedient towards you. You will get a dog when there is an attack on a member that...uhm...that dog is supposed to bite that inmate, you have to apply minimum force, try to bite the inmate because you have to protect the member or the inmate. So a lot of times you will get a dog that won't even bite.

Interviewer: You mentioned the inmate total is more than the officer total. How does it impact the officer?

Respondent: Yes, it's a stressful situation. You now have to try to take out the least inmates as possible. And we have to manage with that member total for that day in the section. You also limited with what you can do with the inmates...look a lot of times the inmates can't even get exercise because the member total don't allow it...because point number one we have to look at our safety first.

Interviewer: How do you handle the challenges that you encounter at your work?

Respondent: It gets very difficult. Sometimes you go home with the stuff especially when there was attacks...uhm...what I say an inmate can easily verbally abused you. You don't have that you could do previously, in the past you could do more. You have to charge an inmate now. Nothing happens to him. If there is an assault on you, or if an inmate doesn't want to go to his cell, you have to apply minimum force. Now all of a sudden the inmate feels his neck is hurt and now a SAP case is open against you. That is what is happening currently. You don't know what is right or wrong anymore. How you should handle an inmate because you are afraid tomorrow an assault case will be opened against you. You did you job and applied minimum force.

Interviewer: Are there people who are protecting you in such a situation?

Respondent: No, the heads and management of nowadays give the phone to the inmate themselves. The inmate has got more rights than us the correctional officers. So now you come and you wait for tjaila time because you think of your family. That's what it is about today, you think about you salary.

Interviewer: Do you have a support structure at work?

Respondent: No, not at all. You first have to... here is an EAP now but you don't see her, you don't hear her.

Interviewer: Have you ever made use of the EAP service?

Respondent: No, you first have to write reports and I don't know what to get there.

Interviewer: Will you make use of the services of the EAP if you experience a problem that is either personal or work related?

Respondent: Well, yes I will if I am in need of it.

Interviewer: Without being referred?

Respondent: Yes, but I think you have to be referred. At this place when you are near to being chased away than they want to put you before an EAP. What happened, I was suspended for a month because of night duty stuff. There are officers here that are involved in disciplinary hearings. If they see there is a good chance that the officer will be dismissed than they push the guy before the EAP. Because the employer and the heads are quickly trying to protect themselves. Now they push the guy in front of the EAP just to show that they did something. But here is assaults and stuff that happened over the years but there was never a support base to us.

Interviewer: What is the impact of your work and your work environment on your well-being?

Respondent: I mean we sit with a lot of stuff that happened in the past. There were a lot of attacks on our members when I started working here in 1996. You still see that stuff happening in front of you, stabbings. But Correctional Services is no way interested in the well-being of their members. When it suits them, if they see fit than they can quickly. But Correctional Services is in no way interested in the well-being of their members. They are more interested in the well-being of the inmates.

Interviewer: What is the impact of your work and work environment on your family life?

Respondent: Well for example, some guys will make use of excessive alcohol intake...uhm... sometimes than...uhm...you shout at your children. I drink a

brandy but you get the guys that maybe don't drink. Now you get a lot for guys that go to pubs, they go to sport bars. It's a lot of stuff because even like our Wednesdays... previously we had sport afternoons on a Wednesday for the well-being of the member. But that have been taken away. You hear every morning...uhm...you are threatened by heads, you can't do this or you can't do that. Now you go home tonight, you get the guys that go and sit in a pub...uhm...he becomes an alcoholic, he gets involved in extra-marital affairs. That is all an impact of the work. You shout at your children.

Interviewer: Does members get the necessary motivation from management?

Respondent: No, not at all. Every morning you are just threatened with if you do this you will be chased away. There are no more...for the heads it's all about his target for the day, he just wants to close off his diary and there were no incidents for the day. There was no assaults, the people didn't smuggle but motivation nothing.

Interviewer: In your opinion, is the EAP service being adequately marketed?

Respondent: No, because I haven't even seen the current EAP practitioner or I haven't been introduced for example in a briefing session to the EAP practitioner. But all that I know, I heard it along the road, than I heard that is the EAP practitioner than she was here already here for a year or I don't know for how long she had been here. But she hasn't been introduced to us.

Interviewer: Is there a stigma attached to the EAP service?

Respondent: Well, I just know about one or two guys that made use of her services and that's it. They have been referred by management because here is a big investigation going on. I don't even know if one can just go to her and knock on her door. We don't know if the head of the correctional center must refer you to her. But let me tell you this...I took I colleague of mine to the EAP in Drakenstein...and the guys don't have confidence in the EAP because the previous lady that was here, because she couldn't help you. Because than the guys felt you rather have to go outside because how will an Area Manager listen to her. Because like we will say it's only just another correctional officer at the center.

Interviewer: Do you think the EAP have any authority?

Respondent: Let me say in the past the guys went to that person because I am tired of the maximum and now I want to be transferred to the medium by the EAP. I now want to work with less dangerous inmates but her report didn't work because they don't listen to her report. I don't even know if it will work now. Because if I feel I am now tired of the dog unit, I don't get my dog trained, I don't get a good quality dog and I don't want to work in the maximum anymore and I want to work in the Youth section now...I doubt if there will be listened to her report.

Interviewer: What do you consider positive aspects of your job?

Respondent: To be honest, I am just waiting for my pension day. This is now my honest opinion because here is no future anymore for the member. The government feels nothing. We received uniforms 5 years last...5 years last uniforms. You have to repair and search for a uniform. The Correctional Service owes us OSD money. They gave me peanuts in comparison to the R100 000 that they owe me and they gave me R7000. How can I be positive! I am waiting for my pension day. We don't get uniforms, you have to fight to get a leave day from your head. While there are personnel heads. That's why the sick records of the correctional officers are so high. If I now go and ask for a leave day because tomorrow my son have to play rugby at Boys High, than I don't get a leave day. That's why I take a sick day on Saturdays. It's your leave days but you don't get it. If you go now to the maximum section and you want a leave day on the 20th of October, than the head will tell you it's full. The norm when I started working in the maximum section in 1996 was that you can get 10 days leave. That time we were about 140/150 members. We are almost round about 300 to 400 members at the maximum now. How can the norm still be the same? Correctional Services feels nothing for your personal life. They don't want to hear about your wife, your kids, nothing. They just don't care. I am not saying the entire Correctional Services, but that's what is happening currently at Brandvlei. That's why the guys take a sick day! Because I couldn't even get leave at the end of October when my son played cricket against Saxon, that's mos a nice game to go and watch. I can't go and put my name in the book

now, because the Thursday or Friday they will tell me I can't get off. Now I take a sick day. The guys don't even go and ask anymore, you take a sick day.

Interviewer: Are there any other challenges?

Respondent: I will say there is a need for good communication between management and the ground floor. Keep everyone happy! If we can go and play a bit rugby or cricket on a Wednesday, than you look forward to coming to work. Management is mos like this, and don't threaten us in the morning in the briefing session. If you really communicate better with each other than you make the members a bit more positive. Create opportunities for team building. Here is a lot of places, here is a lot of stuff on Brandvlei...the Dennebos is here. In previous years, when I came here the Area Managers was whites. Why did we enjoy the stuff that time, why were the stuff there previously? Keep the members happy than we will work well together. All of a sudden an Area Manager came that didn't like the idea of the sports days of Wednesdays and then it was taken away. They just felt the inmates are more important, we just have to work straight through.

Interviewer: Do you have any suggestions to improve the working condition of correctional officers?

Respondent: It's all about communication, keep the communication on track and make your member corps happy. Like I said the member are just looking for a bit of team building on a Wednesday. Why not have it once a month? Why did the National Commissioner who just completed his term wanted to bring it back. In his speech he said he wanted to bring the Members Wellness Wednesdays back...but he finished and he also did nothing about it. He knew because he was also a correctional officer once. It's really, its sport day stuff that members are looking for. It's a big thing. The members are only looking for a bit of chill, a bit of spending time together. It's not there anymore. I don't know the officer that works in the other section because in the old days we got to know each other through stuff like this. The training that the new generation officers receive is really pathetic. It's also more book knowledge nowadays but they come to the correctional center we must teach them basically from the start.

Everything is mos not in book knowledge. They don't get that basis anymore at the college like we received it.

INTERVIEW 19: MALE PARTICIPANT NR 19

23/09/2017.

Interviewer: How long have you been a correctional officer?

Respondent: I am a correctional officer for 35 years already.

Interviewer: Why did you choose the career?

Respondent: I struggled to find work that time and than I applied and got the job.

Interviewer: What does your job as correctional officer entails?

Respondent: I am a dog master at the moment.

Interviewer: What is your daily routine?

Respondent: We work in different sections every day. I work inside the correctional center but not physically with the inmates. We are just there...uhm...to look and to act if inmates start to riot.

Interviewer: You have been a correctional officer for a long time. How does the service of then compare to the service of now?

Respondent: There were a lot of changes. Look, I am coming from the Apartheids era and a lot of things changed.

Interviewer: Can you elaborate on that?

Respondent: The salaries improved a lot and our working conditions...the unions changed a lot of things, especially the working conditions.

Interviewer: Will you say the working conditions improved or worsened?

Respondent: It improved.

Interviewer: What are the challenges that you experience in your work?

Respondent: At the moment there aren't really stumbling blocks for me. I am just looking forward to retire. Sometimes it's a bit difficult to get an off day. If you have to

go and do something you can't get off. That's the biggest stumbling block for me.

Interviewer: What are the reasons that you can't get off?

Respondent: No, they just tell us that we can't be spared.

Interviewer: Is it because of a member shortage that you can't get off if you apply for a leave day.

Respondent: Not always but sometimes there is a shortage of members. Or you asked well in advance and the day before you want the off day than they tell you that you can't get off.

Interviewer: How does it impact you if you urgently need an off day but can't get it?

Respondent: It does make you a bit negative but on the other hand you must remember it's your bread and butter and you can't just stay away.

Interviewer: Does it happen that members simply stay away if they can't get an off day?

Respondent: Yes, a lot book off sick.

Interviewer: How do you handle the stumbling blocks that you experience at work?

Respondent: I take it calm as it comes. I wouldn't go and make trouble.

Interviewer: Do you have a support structure at work?

Respondent: No. At the moment I am the longest and the eldest in my section. I have been at the dog unit for 20 years now. Previously I worked inside the correctional center. I have never worked in an office.

Interviewer: What is the impact of your work and work environment on your well-being?

Respondent: For me it's just a bit difficult because I stay in Grabouw, I have a house there...uhm... it's just a bit far so I only go home every 14 days. It's actually the only impact. I first worked at Helderstoom correctional center. I was married and I divorced that's why I asked to be moved from there.

Interviewer: What have been your experiences of the EAP that are available at work?

Respondent: I have never gone to see the EAP or went to talk with the EAP.

Interviewer: Do you know the kind of services that the EAP offers?

Respondent: I just know the EAP is there for support in the case of trauma or if you experience problems in your marriage for marriage counseling.

Interviewer: Will you ever make use of the services of the EAP?

Respondent: No, not really because I have never seen the EAP.

Interviewer: Will you make use of the EAP if you experience a problem?

Respondent: If it's necessary I will make use of the EAP service.

Interviewer: In your opinion, is the EAP service marketed adequately?

Respondent: No, many times the members don't even know of the EAP. Many times it's when you are in trouble than you hear here is an EAP or they say you can go and see the EAP. Management recommend that you go.

Interviewer: What do you suggest must happen for the EAP to become more visible for officers?

Respondent: They must send the members more on courses especially at our section...we don't attend courses easily. Many times the information doesn't even reach our section. But it happens a lot of times that we fill in forms to attend courses but we just never get to attend. It almost looks as if we don't to do these courses but we fill in the forms. We never get feedback on why we can't attend the courses. It's just quiet.

Interviewer: What impact does it have on you if you fill in for a course but can't attend it?

Respondent: It disadvantages you especially when you maybe want to move to another section than you don't have knowledge of that section.

Interviewer: Is there a stigma attached to the EAP service?

Respondent: I have heard that members don't want to go because the stuff leaks out and than other people hear about your problems. Members will rather make use of someone from outside.

Interviewer: What do you consider as positive aspects of your job?

Respondent: At the moment...uhm...I still want to work but my age. There are times that the working conditions are not so favourable but I will persist.

Interviewer: What motivates you to come and perform your duties as a correctional officer?

Respondent: My colleagues is very...uhm...we support each other when there is problems.

Interviewer: Do you have any suggestions to improve the working conditions of correctional officers?

Respondent: I will say that they must involve all the sections more in courses...uhm...many times stuff are discussed but it never gets executed and management must get more involved in ground floor members.

Interviewer: Do you feel there is a gap between management and members on ground floor?

Respondent: Yes, and they keep a lot of stuff away from members. There is a lot of information that we don't receive. Many times for example they get information from an inmate that something is going to happen, than they don't act on it and than something happens...than the members didn't know about it. Management believe they have the only say or only they can handle a thing.

INTERVIEW 20: MALE PARTICIPANT NR 20

23/09/2017.

Interviewer: How long have you been a correctional officer?

Respondent: Next year I will be 19 years a correctional officer.

Interviewer: Why did you choose this career?

Respondent: It was long overdue for me because I was from Eastern Cape.

Interviewer: What does your work entails?

Respondent: I render security through my service dog as a dog handler to make sure the inmate is safe, and also to make sure my colleagues are safe and also people from outside who is entering the correctional centre premises are safe.

Interviewer: What does your daily routine look like?

Respondent: I go to the centre, make sure the inmate gets breakfast, and get exercise. Those who are supposed to go the different directions like we have got psychologist in the centre, we have programmes like sport and gym. So I am there to make sure that the inmates exercise those rights while they are inside our facilities. I am there to assure other members safety because to work in a safety environment is more conducive when you feel I am here and I am safe now. There is a lot of unpredictability in the centres, the fights. You went there in the morning, you don't know what happened last night and you might end up in a fight with the inmate.

Interviewer: What are the challenges that you experience in your work environment?

Respondent: You will find that someone in security but is not understanding clearly what is it that is expected from him or her in terms of security. It is a major challenge. Another challenge is the shortage of members. The members are going on pension, some are resigning. They take time to fill these posts. You will find the people who are currently leaving the department now, are those who were promoted. But now those who come and fill those posts are not promoted

which means it's exploitation because everyone wants to develop. So to work in a position but you are not getting that money is exploitation. You find me I am a Correctional officer on level 2 and there is a Correctional officer on level 1 that goes on pension, I must close this gap but I am not promoted to a CO1. That officer who went on pension was promoted to CO1 with a salary. But me I going to work in that position without a salary increase. You will find that an officer who is on level 3, will work at my place but without being promoted but me I was promoted. These things are frustrating the entire members of DCS. This is a big gap to take someone who is not promoted but must work because he is here. When you complain they say no you are a correctional officer. Than they will say we expose you for future purposes...until forever, you see. You will find officers that are 10 years in that rank, CO2 for 10 years, but there is no promotion. I am a unionists, the unions we argue about that issue why is there no policy, but before there was a policy. How did they promote those people before? But now when it's our time there is no policy. It's frustrating and you will find people are getting old in the same rank which means in terms of developing we are stuck! The most of us they are leaving to look for jobs outside. But before when are a correctional officer you must have that responsibility to save your country, to save the citizens of the country but now there is no more that passion. People just come to work and wait to go home at the end of the day. This is a frustration we are facing. If they can look at that and not undermine that, at least things will change. Those who are here they are still the same.

Interviewer: When they say you are exposed for future purposes, do members get the post eventually?

Respondent: You can be in a position for many years than you will find that post you are work in for years, someone new who is coming from outside will get the post and you must teach this one who is coming. This one will come and work after 2 years he's got a problem with his child or his woman and he will go back to another province. He just came to get the rank and than go back home. You are still here, there is someone that will come and again you must teach that new one. This is frustrating. You're time never comes! If you compare DCS and the private sector, when in private sector you are in a position of a

supervisor you earn more than those who are under you. But DCS is not working like that. You can be a supervisor and you will find someone on a lower level who is earning more than you because of his years of service. And you will find that those officers who have years of service don't want to take responsibility because they are already getting that money of a higher rank. They are tired. Everytime they are counting their pension money, they will tell you I have 26 years of service, I am leaving and you can't tell me what to do because your money doesn't speak, it doesn't allow you. It's also affecting you because now if it was like before, when you are in charge, your money must be in charge. Now you are giving a responsibility, but your salary doesn't match with your responsibility. Your salary must match with your responsibility. Than if I am not performing you can call me to order, you are not performing but I am paying you. But if you are not paying me how can you call me to order. Generally, correctional officers they get money on the 15th each month but on the 19 th you don't have money. Generally, there are very few who still have money by the 19 th. If you ask anyone borrow me R50, he doesn't have. Instead we are in debt.

Interviewer: What is the impact of your work and your work environment on your well-being?

Respondent: Yes it's affecting all aspects of your life because you see at work you come, you plan you are going to this and that and than you find there was something happening last night so you have to change your the whole plan. Sometimes you will find the inmate is sick now you find the inmate has TB. You can't run away because you must go and get a protective mask. The inmate is sick now, he needs your assistance now so you must go and assist. So you don't know whether you catch the TB or not. That one is working psychologically. You have been stabbed with a blade or knife. You don't know what that knife was doing before. And there is a lot of challenges, you can't go to the doctor you must go to the personal office. There are a lot of things that you have to sign. That time when you are bleeding. But before if you get I injured, you can run to the doctor but now you can't because they can't pay you Injury on Duty. You will find you must go to the hospital for a drip, because you are bleeding to much and the pain that time that you are waiting. Because that officer

working at personal office won't come to you. It happened at maximum, but you must go to personal office before you can go to the doctor. They said only if you are broken and if your eyes can't see, but if it's a stabbing you must go to the personnel office before you go to the doctor. And if you get at the doctor or Medi-Clinic you won't be treated as an emergency case. You will find that you will have to wait for a few hours before you get helped.

Interviewer: What is the impact on your family life?

Respondent: There is a big impact on my family life. You will find your children want to play with you but your mind is not there. Your wife is asking something, and then you just blow up because you take out this frustration of work on your family. Yes, that one is affecting the happiness. You will find there are a lot of officers that are divorcing because of the frustration. You go from inside and you go outside, you meet the people there you are supposed to enjoy with them but you are still here at work.

Interviewer: How do you handle these challenges?

Respondent: You cope, there is no other way. You face your challenges because this is your challenges. You can't give it to someone else. This is your challenge.

Interviewer: Do you have a support structure at work?

Respondent: Yes we have support structures in the workplace like the union. I am a member of the union. We are supporting our colleagues although you will you hit the whole in the rock sometimes. The managers they have got powers. They can be wrong but they will never accept they are wrong. Always they practice old stuff but they are claiming open door policy. But if you go to that open door policy you will find there is an open door policy but the ears are close. Sometimes that open door policy doesn't make sense. I've got an open door policy, you can come anytime you have a challenge. Then you go there with your challenge, instead of getting a resolution you get more challenges because the people who are in that posts they think it's for forever. You will find that these problems are created, somebody has created to check what is going to happen. Some challenges are very simple if it can be dealt with in a professional manner. They will claim they are professional but always

management is protecting each other. The manager who's in that position he is looking to climb. But when he is looking to climb, somebody must suffer in order to be seen he is doing his work he will do something unprofessional because he wants to be seen as the officer who was doing the work by oppressing those who are under him or her. That is what are facing.

Interviewer: What have been your experiences of the EAP that have been offered at work?

Respondent: I never been to the EAP but there are people working under me when I was working at another correctional centre, which I used to refer to the EAP. You see the officers have got that attitude of the EAP if you have been sent to the EAP you are weak. If you have been sent to the EAP it's because the Department wants to take you out. They have those perceptions of the EAP failing to understand when you are referred to the EAP that is when you must go and explain. The EAP is a professional person, who knows how to deal with problems. The EAP will give you advice if you are facing a challenge, can you try this, and can you do this. But you will find those individuals they don't want to go when they are referred. The EAP is a neutral person where you can go and explain.

Interviewer: Do you think members are afraid of the stigma that is why they won't use the service of the EAP. They will go to the EAP only if they are referred.

Respondent: If they are referred as I indicated earlier, some of them they feel enferior as if they are weak to deal with their matters. So others they don't want to involve the EAP in their matters. So it's a major problem because of the stigma. They see Mr X at the EAP's office. So others they will assume you have got a problem. But the EAP is a good thing in DCS to deal with those issues. There is a need for sessions to introduce the EAP to explain the purpose of the EAP. Some of the head of centres introduced the EAP and told members they can go to the EAP if they have a challenge without going deep down about why the Department of Correctional Service implemented the EAP Service because before there was no EAP or no pysychogist. All these services are new but they need the people who can introduce and what the importance and why people must use these services. It's not marketed appropriately.

Interviewer: What does all your experiences as a correctional officer mean to you? Given your work environment is your work still a challenge for you?

Respondent: To be proud because I am a South African and I want this Department of Correctional Services to be very strong and they must employ the people who have got mission and vision not because they got a job. You must know exactly what is expected from him or what is expected from them because we are dealing with a human being.