

**THE APPLICATION OF AFFIRMATIVE ACTION POLICIES
IN THE SOUTH AFRICAN CORRECTIONAL
SERVICES DEPARTMENT**

By

Matsemela Johannes Makgoba

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**SUPERVISOR : PROF CH CILLIERS
JOINT SUPERVISOR : PROF JH PRINSLOO**

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DECLARATION

THE AUTHOR HEREBY DECLARES THAT THIS DISSERTATION,
IS HIS ORIGINAL WORK UNLESS SPECIFICALLY INDICATED TO
THE CONTRARY.

CONCLUSION ARRIVED AT ARE THOSE OF THE RESEARCHER
AND NOT NECESSARILY THE OPINION OF THE DEPARTMENT
OF CORRECTIONAL SERVICES.

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**DEDICATED TO MY FAMILY, ESPECIALLY MY MOTHER WHO PASSED
AWAY WHEN THIS STUDY WAS STARTED.**

Title : The Application of Affirmative Action Policies in the South African Correctional Services Department

By : Matsemela Johannes Makgoba

Supervisor : Prof Charl Cilliers

Prof Charl Cilliers

Department : Penology

Degree : Master of Arts

SUMMARY

The purpose of this research was to examine the presence of perceptions and attitudes amongst the members of different races towards the implementation of affirmative action in the Correctional Services Department of South Africa. A literature study on affirmative action was completed and thereafter a questionnaire was developed. An empirical study was done by questionnaire on the determination of perceptions and attitudes of members of the South African Correctional Services Department towards the application of Affirmative Action policies.

It has been learned from this research that perceptions and attitudes may lead to serious problems if not correctly managed. It was established that the success in any affirmative action strategy rests on the understanding and acceptance of cultural diversity as manifested in perceptions and attitudes. Management information systems needs to be effective and efficient at all times. Changing perceptions and attitudes increased passion and job satisfaction.

Recommendations are made for further research on aspects highlighted by the findings.

KEY CONCEPTS

Affirmative Action, fears and expectations, perceptions and attitudes, grievances and administrative law, trade union versus employee satisfaction, appointments and favouritism, demilitarisation and discipline, leadership of Trade Union and Department of Correctional Services Management; indigenous leaders in society, representativity and job requirements.

Titel : Die toepassing van Regstellende Aksie beleid in die Suid-Afrikaanse Korrektiewe Dienste Departement.

Deur : Matsemela Johannes Makgoba

Promotor : Prof Charl Cilliers

Departement : Penologie

Graad : Magister Artium

OPSOMING

Die doel van hierdie navorsing was om teenwoordigheid van persepsies en gesindhede tussen die verskillende rasse groepe te bepaal teen die toepassing van Regstellende Aksie in die Korrektiewe Dienste Departement van Suid-Afrika. 'n Literatuurstudie oor Regstellende Aksie is voltooi en daarna is 'n vraelys opgestel. 'n Empiriese studie is deur middel van 'n vraelys gedoen om persepsies en gesindhede van lede van die Suid-Afrikaanse Korrektiewe Dienste Departement teen die beleidstoepassing van Regstellende Aksie, te ... ?

Dit is uit hierdie navorsing geleer dat persepsies en gesindhede kan tot ernstige probleme lei as dit nie korrek bestuur word nie. Die bevinding is dat die sukses van enige Regstellende Aksie op die verstaanbaarheid en die aanvaarding van kultuurverskille lê soos deur persepsies en gesindhede manifesteer. Bestuurs Inligting Stelsels moet ten alle tye effektief en doeltreffend wees. Veranderings in persepsies en verhoudinge verhoog geesdrif en werkstevredenheid.

Voorstelle vir verdere navorsing op aspekte soos uitgelig uit bevindings is gemaak.

Sleutel konsepte

Regstellende Aksie, vrese en verwagtings, persepsies en houdings, griewe en administratiewe reg, vakbonde versus werknemerstevredenheid, aanstellings en voorkeurbehandeling, demilitarisasie en dissipline, leierskap van werknemersorganisasie en Departement van Korrektiewe Dienste Bestuur, tradisionele leiers in die gemeenskap, verteenwoordiging en posvereistes.

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CHAPTER 1

INTRODUCTION AND GENERAL ORIENTATION

1.1 INTRODUCTION

South Africa like any other country in the World, which have gone through the pain of discrimination, have not overlooked the importance that Affirmative Action could bring in order to normalise society.

Discrimination or "apartheid" policies have both disenfranchised and disempowered the majority of people in South Africa. It was characterised by the Group Areas Act, Job Reservation Act and Bantu Education which acted as Affirmative Action for whites, aim through accepted legislation, to raise the living standards of whites at the expense of blacks, women and the disabled.

It is important to mention that after a multi-party government was established, the economic growth and business developments, the pressures from the government, blacks, females, disabled and trade unions determined now both the public and the private sector should be transformed.

Correctional Services Department as a public sector was also characterised by wrongs of the past was compelled by the democratic policies to implement Affirmative Action policies.

It is important to mention that Correctional Services Department in South Africa consisted of both blacks, coloured, asians, whites and women.

1.2 RATIONALE OF THE STUDY

The above-mentioned factors demonstrate how the South African public sector looked like. As the majority of South African population were victims of marginalisation and disenfranchisement, it became necessary to do research into perceptions and attitudes of both blacks and whites when blacks, women and the disabled are promoted to management positions.

Affirmative Action is not a new statutory policy to be used in South Africa to eradicate discrimination. According to a survey conducted by Norman Kemp in 1992, other countries such as America, Zimbabwe and Namibia implemented it during their independence (Human Resource Management:1992:12).

In Namibia a formal legislated Affirmative Action program was introduced, but the government have not put pressure on organisations to implement Affirmative Action policies; as compared to the South African situation, the concept is legislated and the government put pressure on organisations to implement. For instance Correctional Services Department implemented Affirmative Action policies to give effect to Sections 212(2), (3), (4) and (5) of the Constitution of South Africa 1993 (Act no. 200 of 1993) as well as a strategy for a representative Department of Correctional Services within the guidelines as contained in Chapter B (VII) of the Public Service Staff Code.

Affirmative Action is characterised by shared perceptions, attitudes, hopes and fears; it involves a change in mindset Griffiths (1993:36). It thus makes it academic and practical sense to conduct research on Correctional Services officials perceptions and attitudes towards the promotion of blacks to senior positions in the Correctional Services Department.

It makes sense that the objective of this study is to tap the untapped world of Correctional Officers because of their unique behaviour as manifested by them in various situations.

Cargill (1992) believes that Affirmative Action tends to polarise into "White fears of losing what they have". Research revealed that Affirmative Action is characterised by resistance and rejection by which has to do with negative perceptions and attitudes, it is therefore the desire of this study to establish both exploratory and descriptive nature of this dialogical process.

The purpose of exploratory research in this study is to determine whether or not a negative perceptions and attitudes against affirmative action exist, while description research strives to define the patterns which they manifest itself. These concepts are defined fully under 1.6.2 underneath.

The fact that the literature did not reveal any Criminological or Penological examination of this particular phenomenon in South Africa, emphasizes the importance to understand correctional services Department of South Africa.

1.3 RELEVANCE OF THE TOPIC TO SOUTH AFRICAN SOCIETY

The purpose of Affirmative Action of the Correctional Services of South Africa is to give effect to Section 9, (3), (4) and (5) of the Constitution of the Republic of South Africa 1996 (Act no. 108 of 1996) as well as a strategy for a broadly representative Correctional Services Department within the guidelines as contained in Chapter B(VII) of the Public Service Staff Code which read as follows :

"Every person shall have the right to equality, before the law and to equal protection of the law."

No person shall be unfairly discriminated against, directly or indirectly, and without derogating from the generality of the provision, on one or more of the following grounds in particular: Race, gender, sex ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture or language."

Chapter 1 of the Constitution in support of Affirmative Action states that:

- (1) "There shall be a public service for the Republic, structured in terms of a law to provide effective public administration.
- (2) Such public service shall-
 - (a) be non-partisan, career-orientated and function according to fair and equitable principles;

- (b) promote an efficient public administration broadly representative of the South African Community;
 - (c) serve all members of the public in unbiased and impartial manner;
 - (d) be regulated by laws dealing specifically with such service, and in particular with its structure, functioning and terms and conditions of service;
 - (e) loyally execute the policies of the government of the day in the performance of its administrative functions; and
 - (f) be organised in departments and other organisational components and the head of such department or organisational component shall be responsible for the efficient management and administration of his or her department or organisational component.
- (3) Employment in the public service shall be accessible to all South African citizens who comply with the requirements determined or prescribed by or under any law for employment in such service.
- (4) In the making of any appointment or the filling of any post in the public service, the qualifications, level of training, merit, efficiency and suitability of the persons who qualify for the appointment, promotion or transfer concerned, and such conditions as may be determined or prescribed by or under any law, shall be taken into account.
- (5) Subsection (4) shall not preclude measures to promote the objectives set out in subsection (2)."

This study examines attitudes and perceptions of member of Correctional Services Department in Gauteng Province concerning the implementation of Affirmative Action policies. It is also imperative here to mention that the Section 197 of the Constitution Act 108 of 1996, states that Affirmative action can be described to be a measure designed to achieve the adequate protection and advancement of persons or groups or categories of persons disadvantaged by unfair discrimination. The above-mentioned section of the constitution emphasizes the gravity on which the South African society wanted discrimination to be eradicated.

Section 197(2) of the Constitution Act 108 of 1996 emphasizes that the new dispensation in South Africa cannot allow the practices to continue, and also the new challenging task with which it is faced, in particular to improve the quality and equity of service delivery. This also makes sense because the public service draws upon the skills and talents of all South Africans.

The ANC saw Affirmative Action as being linked with the question of transformation, democratisation, reconstruction and development. Affirmative Action should among others, eliminates poverty, low wages and extreme inequality in wages and wealth generated. The ANC acknowledges the Affirmative Action to meant reverse discrimination, lowering of standards, racism and compromising meritocracy to its opponents (Die Staatsamptenaar May/June 1994).

The relevance of this topic to society is that they are to be served by the people representing the entire racial demographics of the South African Corrections. This type of awareness will go further to the Correctional

Services members as a form of redistribution of power and authority, which they never have prior to the new dispensation. It is generally correct to state that it will also accomplish stability in the work force.

Article 8(2) and article 212(2), (3), (4) and (5) of the Constitution of the Republic of South Africa 1993 (Act no. 200 of 1993) as well as guidelines in the policy framework of the Public Service Commission as agreed upon in the Central Bargaining Chamber of Public Service and Cabinet decision 2.3.6 of 10 June 1992, provide statutory guidelines on how Affirmative Action should be implemented in the Public Service.

1.4 CONTRIBUTION TO PENOLOGY

In the field of penological science, this study focuses on attitudes and perceptions of different role players with regard to promotions of black women and disabled to management positions.

The study emphasizes the importance of both groups, the disadvantaged and the advantaged groups working together, questions demonstrating the importance of one group to another are included in the questionnaire. The responses to these questions may lead to the implementation of new ideas and improved strategies and techniques. It is further hoped that this research will improve service delivery, as the response to questions on what services and functions are important will give impetus to improve.

It is also believed that responses on questions about the character of the Correctional Official will improve the behaviour and attitude of Correctional Officials since during the period when this study was

conducted the Correctional Services Department was exposed to negative publicity by the media.

The study will contribute to the development of Penology as it discusses about human-beings who are doing Crime Prevention at Correctional Services facilities. It is in the researcher's view that Correctional Services department has always been a close department, with this research it is envisaged that it will make the society to understand and assist this department with its crime prevention objectives.

1.5 DESCRIPTION OF CONCEPTS

The concepts that are frequently used in this study are defined for the purpose of this research; questionnaire, Affirmative Action, representativity, whites, blacks, attitudes and perceptions.

1.5.1 AFFIRMATIVE ACTION

African National Congress official publication Mayibuye (1991:32) defines it as follows:

Affirmative Action as a type of "positive discrimination", as a measure to correct imbalances created by centuries and generations of oppression. [It is] an interim measure and means towards full equality and an end to discrimination.

Human (1995:1) states that in the agreement between the Department of Correctional Services representatives, employee organisations, experts from tertiary institutions, penologists, academics and consultants, the following definition was agreed upon:

"A process of creating mechanisms to address existing imbalances and ensure equal opportunities based on potential capabilities of the historically disadvantaged groups (i.e. blacks, coloureds, indians, women and disabled)".

It is of critical importance to elaborate on parts of the departmental definition as follows:

Human (1995:1) is of the opinion that proportional representative in terms of the agreement reached in the Department of Correctional Services is on a 70:30 ratio in favour of the previously underrepresented groups (70%). Employee organisations are of the viewpoint that this position further advantages the over-represented white male because they will form 30 percent of the total personnel distribution.

The management of the Department of Correctional Services re-evaluated this position and felt that only a portion of the white women were in reality being historically disadvantaged, and agreed that only that portion should form part of the underrepresented, whereas the other higher percentage should form part of the over-represented.

In addressing this delicate issue, the Department of Correctional Services management proposed in terms of the White Paper on the Transformation

of the Public Services employment equity and census 1995 guidelines, which state that State Departments should make sure that in their Affirmative Action Strategy, women should make thirty (30%) percent.

1.5.2 REPRESENTIVITY

Representivity refers to the proportional distribution of the personnel of the South African Correctional Services in terms of race, gender, sexual orientation, language, religion cultural demographics and disability (Section 212 of the interim constitution of the Republic of South Africa).

1.5.3 EMPOWERMENT

Empowerment embraces the following objectives:

- advancement of previously disadvantaged to positions, which were previously reserved for whites only;
- accessing other population groups to develop skills so as to prepare them to be promoted to senior positions in the organisation;
- equality with respect to remuneration, facilities, fringe benefits and opportunities.

1.5.4 BLACKS

According to the researcher this concept of blacks as referred to in this research means African (excluding "coloured and asian"). This demarcation is made in the research for both statistical and historical reasons.

1.5.5 ATTITUDES

Welman and Kruger (1999:155) define an attitude as a position towards a particular issue which may be influenced by individuals and events which is less permanent than personality traits. There are many definitions of the term attitude in the literature. The following definitions will be examined for the purpose of this research :-

According to (Oxford dictionary 1994) this definition refers to acquired behaviour, which shapes how a person thinks, feels and behaves. They are acquired from important influential people, parents, teachers and peer group members.

1.5.6 PERCEPTION

Conradie, (1991:63) describes a person's perception of himself/herself as determine by his/her inner experience and interpretation of the various stimuli derived from his/her social world.

1.6 PROBLEMS ENCOUNTERED

1.6.1 GENERALISATION OF RESPONDENTS

It has in fact been unfortunate that, owing to the high expectations and fears from both groups of respondents both who were disenfranchised and the advantaged experienced the subject differently. This is considered to have affected the reliability of the response to some

extent. Bailey (1982:68) defines reliability of the measuring instrument, by which is a simply meaning the consistency of the measurement.

It would have been preferably for the respondent to be treated differently according to race. It must, however be acknowledged that rearranging the respondents in that manner would have created suspicion and problems, which would have affected validity. By definition, if a measure is valid, it will be accurate every time and thus must be reliable also.

1.6.2 EXPLORATORY RESEARCH

Descriptive and exploratory research

Welman and Kruger (1999:19) see the purpose of research as descriptive exploratory and predictive.

The purpose of exploratory research is to determine whether or not a phenomenon exist, and to gain familiarity with such a phenomenon. The purpose of the current study is to determine whether or not attitude and perceptions exist amongst the previously advantaged and the previously disadvantaged employees of the Department of Correctional Services when the previously disadvantaged are promoted to higher positions.

These determination will help those in leadership of the Department of Correctional Services to be familiar with these phenomenon, and to strategically plan how best can they deal with these believes in a manner that will create stability of the work force.

It has been mentioned that this research is the first of its nature, investigating attitudes and perceptions empirically. Changes in leadership, vision, mission, development and the movement of members in and out of Gauteng Province it is believed that it will not affect reliability and validity if they were re-tested.

1.6.3 INSUFFICIENT LITERATURE

In conducting the current research, the investigator experienced serious problems such as insufficient sources of reference. There are no studies on Affirmative Action in Correctional Services. The investigation concentrated on the Correctional Officials working in Gauteng Province as a representative sample. The discussion on literature is discussed broadly in chapter 2.

1.6.4 CUSTOMISATION OF THE QUESTIONNAIRE

In conducting the present research, the researcher experienced the following problems:

It has been unfortunate that owing to lack of literature on the present study. The research concentrated on the South African Correctional Services and officials stationed in Gauteng Province. It is therefore important to mention that out of 400 questionnaires distributed, 345 were returned.

1.6.5 GEOGRAPHICAL LIMITATIONS

The shortage of resources left the researcher without a choice, but to limit the study within Gauteng Province, extending it to other Provinces have been the researcher's wish.

1.6.6 FUNDING

The funding has delayed the process and some of the processes such as piloting could not be done due to lack of financial support. Correctional Services have only helped with the registration fee. It has been the interest of the researcher to conduct many exit interviews to confirm some findings but that was not the case because of lack of funds. Funding has been the biggest problem, it would have been ideal to extent the study to other provinces but due to financial constraints it was conducted only in Gauteng Province.

1.7 PROGRAM FOR THE REMAINDER OF THIS RESEARCH

The program for the presentation of the research will be made in the following sequence:-

CHAPTER 1 : Introduction and general orientation

CHAPTER 2 : Methodological foundation (& them A)

CHAPTER 3 : The development, purpose and objectives of affirmative Action policies in the Department of Correctional Services (historically, politically, operationally)

CHAPTER 4 : An evaluation of Affirmative Action practices in the Department of Correctional Services and the attainment of objectives

CHAPTER 5 : An evaluation of the impact of affirmative action on role perceptions, grievances and related matters in the Department of Correctional Services

CHAPTER 6 : A visionary perspective: Conclusion and recommendations

CHAPTER 2

METHODOLOGICAL FOUNDATION

2.1 INTRODUCTION

The purpose of this chapter is to describe the methodological strategy that was followed for gathering and analysing information for the purpose of this study.

Methods of research complement each other. Van Der Walt, et al (1977:15) describe the term method to include the ways in which research is done in a given field of investigation. Several methods of gathering information are in use in the modern social research, but in this research the following methods were used.

The researcher collected data which helped in the compilation of a questionnaire by asking people who have experienced the sweet and pain of the Affirmative Action phenomenon. The three major methods used to elicit information for the purpose of this research from the respondents are the literature interviewing study, and the mail questionnaire. The usage of these methods is discussed below. Singleton, Straits and Straits (1993:248) argue that the use of these methods of survey enhance the reliability of the data.

Research is essentially a decision-making process in which the researcher is continuously involved, among other things, in making a decision about what is to be investigated and how this ought to be done (Mouton, et al 1988:29).

Scientific methodology is defined by Nachmias and Nachmias (1987:14-18) as a system of explicit rules and procedures upon which research is based and against which claims for knowledge are evaluated.

2.2 OBJECTIVES OF THE STUDY

It is the aim of and the objective of this research to study attitudes and perceptions of different role players with regard to promotions of blacks to visible management position.

As already mentioned in Chapter 1, paragraph 1.6.2, that the purpose of research is three fold, namely, descriptive, exploratory and predictive, the researcher is of the opinion that firstly, it is to determine that attitudes and perceptions existed, secondly define or describe how they are manifested and, thirdly to predict how to deal with such phenomenon. In this study, these patterns of human behaviour are explained to demonstrate to the leadership about their existence, what may be their cause, and how are they going to deal with them

It is along this background that a research procedure was developed in accordance with the requirements set by various authors, for example Haralambos (1983) mentioned in Marais (1990) and Lynn (1996). The objectives of the research are the reasons for conducting the survey.

2.3 SURVEY METHODS

A survey method is a method used to obtain large amounts of data from a large number of people in a relatively short time. Social survey involves the collection of standardised information from a sample selected as being representative of a particular group or population. This study required a representative sample. The research procedures as stipulated for a descriptive study were followed. Questionnaires, interviews and literature study were used as methods to gather data. The questionnaire consists most of closed or structured questions and a few of open or unstructured questions.

The questionnaire as a method which was extensively used in the study will be discussed under paragraph 2.1.4.

A descriptive (survey) was used to gather data necessary for the testing of the hypothesis. This method as discussed by Dane (1990) was found to be particularly suitable for this type of research. Information had to be gathered on the subjects affected by the application of Affirmative Action policies in the South African Correctional Services Department. Questionnaires were therefore used to determine perceptions and attitudes of members of the South African Correctional Services towards the application of Affirmative Action policies in the organisation as indicators for future development and research on the aspect of Correctional Officials.

A survey sampling is a subset which adequately represent the entire population so that the information obtained from the subset ideally will be just as accurate as the data collected from the entire population (Bailey:1982:84).

In this research a subset of the entire Correctional Services Officials was used which adequately represented the entire correctional services officials to collect data. A sample is defined by Bailey (1982:84) as a subset or portion of the total population. Sampling is highly accurate, saves time and money, as in this research for instance, it has been ideal to collect data from the entire correctional services officials which could have cost more money and time to complete.

The most important advantage of sample survey is that the sample achieve a greater response rate and greater co-operation from respondents, as in the case of this research, a sample of 400 respondents was selected and 345 respondents returned the questionnaire.

2.3.1 QUESTIONNAIRE

A questionnaire has been used in this research to collect data from 400 correctional services officials in the Gauteng province. This method of data collection was preferred because it is considered the most important when opinions and believes are assessed (Welman and Kruger:1997:171).

The usage of a questionnaire in this study was further preferred because of its considerable savings of money, time, it may be completed at the respondent's convenience, no interview bias, accessibility and greater assurance of anonymity (Bailey : 1982)

The questionnaire starts of with simple, direct factual information and moves to indirect information on the attitudes of the respondents. Some of the questions have fixed response items where the answer options were fixed and other questions were open-ended (Champion, 1993:143). Once a respondent commits himself to responding, the chances that the questionnaire is completed are improved (Lin, 1976:224).

Questionnaires as used in this study were found to be the most economical means of reaching the representative sample of employees. The researcher for control purposes explained the questionnaire to Heads : Management Services of all Management Areas in Gauteng province who participated in the research.

The contents and the context under which the questions were asked, warranted the usage of the questionnaire, some questions were too personal and sensitive which could easily stir the feelings of retaliation and fears, whilst on the otherhand, create high expectations.

A questionnaire is defined as an instrument with open or closed questions or statements to which a respondent must react (de Vos, Strydom, Fouche, Poggenpoel and Schurink 1998:89).

The questionnaire as constructed in this study consisted of questions which are concerned with facts, opinions, attitudes, respondents motivation, and their level of familiarity with the subject (Nachmias and Nachmias 1987:253-254)

The mail questionnaire as a survey method was used in this study to collect data from a sample of 400 correctional services officials in the Gauteng Province. This method of data collection was preferred because it is considered the most easiest to reach all the respondents.

Van Der Walt et al (1999:209) in support of Stone (1988) concur that the respondents must be able to read and write to be able to complete the questionnaire and must be able to concentrate when reading and write intelligibly.

2.3.2 INTERVIEWING

Interviewing as indicated above, was used in this study to clarify the role of Heads Management services at specific points where questionnaires were assembled.

The interviewing method as an important tool in survey research, was used for various reasons in this study.

Before information is provided about the usage of interviewing method, it is of crucial importance to define it. Kadushin (1983:13) defines an

interview as a conversation with a deliberate purpose which is not a purpose mutually accepted by the participants. The crucial characteristic which distinguishes an interview from a conversation is that the interaction is designed to achieve a consciously selected purpose. It is really true to state that in this study, this method was used to enter imaginatively into the inner life of the respondents.

There are two approaches of interviewing methods in use in survey research, structured and unstructured approaches. Structured survey procedure is used when the research objective is to test hypotheses, and when the purpose is to acquire preliminary data in an area in which little research has been done, in order to generate hypotheses unstructured interviewing is generally preferred (Singleton 1993:259-260). The usage of interviewing was necessitated by the sensitivity and complex of the determination of attitudes and perceptions of members of the South African Correctional Services towards the application of Affirmative Action policies.

Interviewing was found highly valuable because tedious or sensitive items cannot be passed easily as in self-administered questionnaire.

Survey researcher used both interviewing and questionnaires to complement each other, with interviewing focussing on the subjective experiences regarding the situation under study.

In this study, no pre-specified set of questions were employed, nor were the questions asked in a specified order, and no schedule was used. Respondents were encouraged to relate their experiences, to describe

whatever events seem significance to them, to provide their own definitions of the situations, and to reveal their opinions and attitudes as they see fit. The researcher interviewed both the previously disadvantaged and the previously advantaged in the same manner of unstructured interviewing, and this survey method revealed valuable data such as fears, expectations, attitudes and perceptions which formed the foundation of this study.

2.3.3 LITERATURE STUDY

The literature did not reveal any criminological or penological examination of this particular phenomenon in South Africa.

It is along this reason that this study was a necessity so as to understand Correctional Services Department of South Africa.

A literature study consisting of locating relevant literature, reading through and then abstracting and summarising of the information. A comprehensive literature study was therefore undertaken on Affirmative Action. Literature available on Affirmative Action, equality, representivity, discrimination, International and National sources were consulted.

Research articles on overseas and local research were also consulted. The Constitution, Public Service Staff Code, Reconstruction and Development Programme, White Paper on Transformation, Employment and Occupational Equity documents were also consulted. The examination of the literature highlighted the need for a study revolving around Affirmative Action of Correctional Services department. With special

emphasis on attitudes and perceptions; comprehensive reviews of the older literature reveal that literature on the racial discrimination of correctional officials is non-existent. This research should open new ways of research undertakings.

2.4 SAMPLING METHODS

Bailey (1982: Page 84) is of the opinion that a sample means a selection, hopefully representative of the total or universe that one desires to study.

The researcher's reasons to use probability sampling in this study are convenience, economy and the probability of representativeness.

Probability sample designs may be classified in four major designs of probability samples : simple random sampling, systematic sampling, stratified sampling and cluster sampling. Nachmias (1973:187).

Random selection procedures as employed in this study ensured that every sampling unit of the Correctional Officials in the Department of Correctional Services had an equal and known probability of being included in the sample, and this probability is n/N , where n stands for the size of the sample and N for the size of the population. This means that a simple random sample of 400 was drawn, the probability of each sampling unit of the population being included in the sample is $400/7600$.

Lynn (1996:128) states that scientific sampling provides a means of making inferences about the population that is of interest, using observation made on the sample. The observations are called sample statistics and the unknown descriptors of the population. Arlene Fink (1995:1) describes a sample as a portion or subset of a larger group called a population. Accordingly, a good sample is a miniature version of the population and the best sample is one that is representative of the population, which implies that important characteristics like age, sex and gender is distributed evenly (Fink, 1995:1). Only a sample of the population is used, because it is cheaper and quicker, but it must always be representative of the population (McNeill, 1992:36; Lynn, 1996:127). Although no sample is perfect, one must be sure that it is a faithful representative of the target population (Fink, 1995:3).

According to Sharp and Howard (1996:12) the purpose of a research project is to review existing knowledge, describe a situation or problem, to construct something novel and to explain. Surveys are done to describe, compare and predict knowledge, attitudes and behaviour (Fink, 1995:4). Any method of sampling should be objective and unbiased and no subjective sampling should be permitted (Lynn, 1996:129).

There are two sampling methods, namely probability or random sampling and non-probability sampling (Nachmias, et al 1973:184). In probability sampling, every member of the population has a chance to be included in the sample, whereas the non-probability sample is based on judgement regarding the characteristics of the target population and the needs of the survey. Probability sampling implies the use of random selection, which eliminates subjectively in choosing the sample. The problem with

non-probability sampling is that the risk of being biased exists and this design provides no means of assessing the bias (Lynn, 1996:131). In simple random sampling, which was used for this dissertation, each member of the Correctional Services Department has an equal chance of being chosen to answer the questionnaire (Fink, 1995:10).

The Department of Correctional Services, throughout the country during the time when this study was conducted, consisted of about plus/minus 32000 members. The questionnaire was mailed to the 400 members in the Gauteng Province where they were stationed at the time. This has led the researcher to give additional verbal instruction, to Head of Personnel that questionnaires have to be completed by two members in every three members, this has helped the researcher to draw up a representative sample of the members in terms of rank, age, educational qualification, years of service, population group, gender, experience, as included in Section A of the questionnaire. Questionnaires were found to be the most economical means of reaching the representative sample of employees. The researcher for control purposes explained the questionnaire to Heads : Management Services of all Management Areas in Gauteng Province who participated in the research.

In addition to the above reasons, the researcher wishes to develop a tool on which training and developmental needs of the Correctional Services Officials could be made known. Knowledge gathered through this study could later be used to design training and development programmes for officials who were put on positions due to Affirmative Action or equity programmes.

2.4.1 BIOGRAPHICAL DATA OF SAMPLE GROUP

As mentioned in the proceeding paragraph, a questionnaire was administered to a random sample of 400 respondents, 345 employees returned the questionnaire and they were represented on tables as follows:

BIOGRAPHICAL DATA OF RESPONDENTS

Table 1

Distribution of respondents per : Rank/post level

RANK	FREQUENCY	VALID PERCENT
Correctional Officer Grade III	50	14.5
Correctional Officer Grade II	100	29.0
Correctional Officer Grade I	151	43.8
Senior Correctional Officer	21	6.1
Assistant-Director	10	2.9
Deputy-Director	2	0.6
Director and higher	1	0.3
TOTAL	335	100

This data shows that the highest percentage of all the respondents, 43.8 percent are Correctional Officers Grade I, just 29 percent are Correctional Officer Grade II and just over 14.5 percent are Correctional Officers Grade III and only 12.8 percent fall into the category of Senior Correctional Officer, Assistant-Director, Deputy-Director and Director or higher. This implies more Correctional Officers are found in post level Grade I.

Table 2

Distribution of respondents per : Age Category

VALUE	FREQUENCY	VALID PERCENT
Under 21	8	2.4
21 - 25	32	9.6
26 - 30	90	27.1
31 - 35	98	29.5
36 - 40	52	15.7
41 - 45	25	7.5
46 - 50	21	6.3
51 and over	6	1.8
TOTAL	332	100

From table 2 we gather that 29.5 percent of personnel corps are between the age of 31-35 years old, and just over 27 percent are between the age category of 26/30 and that those of the age categories from 41-45, 46/50 and over 50 years of age forming only just over 15 percent. This demonstrate that most of the older and experienced personnel have left the department.

Table 3

Distribution of respondents per : Educational Qualification

VALUE	FREQUENCY	VALID PERCENT
Lower than grade 10 (Std 8)	28	8.4
Grade 10 or 11 (Std 8 or 9)	47	14.0
Grade 12 (Std 10)	209	62.4
National Correctional Services Diploma	12	3.6
Other recognised post diploma	22	6.6
Degree	12	3.6
Post Graduate	5	1.5
TOTAL	335	100

Most of the respondents, over 62 percent have grade 12 (Std 10), while 14 percent have grade 10 or 11 (Std 8 or 9), and just 3.6 percent with National Diploma and 6.6 percent with post diploma; 3.6 percent with Bachelors degree with only 1.5 percent having post-graduate qualifications. It is also important to mention that just over 8 percent of the respondents have qualifications below grade 10 (Std 8).

Which denotes that it reflect the correct data because appointment requirements are currently Grade 12.

Table 4

Distribution of respondents per : Years of Service

VALUE	FREQUENCY	VALID PERCENT
1 - 4	59	17.4
5 - 9	98	28.9
10 - 14	92	27.1
15 - 19	47	13.9
20 - 24	25	7.4
25 - 29	16	4.7
30 - 34	2	0.6
35 and more	-	-
TOTAL	339	100

Table 4 shows that most of the respondents over 28 percent have been working for the Department of Correctional Services between 5 and 9 years, and just over 27 percent have been working between 10-14 years, and just over 17.4 percent have been working between 1-4 years, and only over 13.9 percent have been working between 15-19 years, and only over 7.4 percent have been working between 20-24 years, over 4.7 percent have been working between 25-29 years. Very few respondents only below 0.6 percent have been working between 30-34 years.

Table 5

Distribution of respondents per : Population Group

VALUE	FREQUENCY	VALID PERCENT
White	144	42.5
Black	180	53.1
Asian	5	1.5
Coloured	10	2.9
TOTAL	339	100

This table indicates that most respondents over 53.1 percent were black, with over 42.5 percent were white, while coloured were just over 2.9 percent and with only over 1.5 percent asians.

Table 6

Distribution of respondents per : Gender

VALUE	FREQUENCY	VALID PERCENT
Male	281	83.4
Female	55	16.3
TOTAL	336	100

This table denotes that the Department of Correctional Services is predominantly male, with over 83.4 percent respondents being male, female respondents make only over 16.3 percent of the respondent group.

2.1.8 CONCLUSION

The data collection methods applied in this study have successfully collected the data it meant to collect. Proper controls were used to ensure that the process of data collection yield reliable data.

Measuring instrument in questionnaires were received by a sample of 400 respondents, 345 respondents returned the questionnaire which implies a sample realisation of 86,25 percent which is sufficient to support findings in terms of the research group in general.

A questionnaire was extensively used as a data collection method not only because of the fact that it saves money and time, but because it can be

completed at the respondents convenience, and gives greater assurance of anonymity to the respondents.

Documentary sources used, were difficult to customize as no specific documentation was found to be dealing with the concept of Affirmative Action applied in Correctional Services in the world. This has not only made the research undertaking difficult, but to adapt in order to collect reliable and valid data. In chapter 3 issues which serve as mandates to the Department of Correctional Services are discussed.

CHAPTER 3

The development purpose and objectives of affirmative action policies in the Department of Correctional Services (Historical, political and operational justification)

3.1 INTRODUCTION

Change in the South African government to the democratically elected government, compelled the Department of Correctional Services to change and adapt as required by the new order.

The old order consisted of underrepresented, entrusted, undemocratic and divided Department of Correctional Services, which included Correctional Services departments in South Africa, Transkei, Bophuthatswana, Venda and Ciskei. Apartheid led government created these mistrusted divisions of departments in one department; these structures used different laws, regulations and orders, which resulted in underdevelopment, duplication and under-performing in others.

The new political order, demand that South Africa should be one, thus absorption of all sub-departments to one Correctional Services. Managers of other Correctional Services treated the personnel corps unequal, with others having more senior ranks without the necessary knowledge and work experience. It has been during this re-integration process that it

was realised that the challenges were more difficult than expected due to the following reasons:-

- The under representation at all the levels;
- Transkei had a Commissioner with a rank level higher than the South African Commissioner of Correctional Services, since both departments were militarily controlled, the senior was the black Commissioner from Transkei, with the junior being the white Commissioner of the former South Africa.
- Salary disparities and tax exemptions with TBVC states not paying tax and earning better than their South African colleagues.

Having a new government in place, the departments also have to change; measures to address disparities and imbalances were debated and most fortunate or unfortunate to others Affirmative Action became the most favourable approach to be adopted.

Affirmative Action is an American term first introduced by President Kennedy in 1961; but legislated for the first time in the United States by President LB Johnson in 1965 (Nexus, 1997:18).

Affirmative Action is a discrimination measure which finds its roots in the universal declaration of human rights formulated in the 1940"s by the International Labour Organisation which states that "everyone is entitled to pursue his material well-being and spiritual development in conditions of freedom and dignity without discrimination on the grounds of race, colour, sex, language, religion, political views, national extraction, social

origin, property, birth or any other status" (South African Journal of Human Rights, 1998:234).

In South Africa the concept Affirmative Action was brought by the African National Congress through its constitutional guidelines and draft bill of rights in 1990.

Generally speaking, it is argued that Affirmative Action policies are intended to deal with the divisions of the past and establish a workforce based on democratic values, social justice and fundamental rights (Reconstruction and Development Programme 1994:133).

3.2 THE CONCEPT AFFIRMATIVE ACTION IN THE DEPARTMENT OF CORRECTIONAL SERVICES

The Department of Correctional Services like any other department in South Africa was left without a choice other than adopting Affirmative Action to solve its problems in order to be in line with what the society expect it to look like.

The concept of Affirmative Action has been adopted with the belief that resources will be deliberately allocated unequally in favour of those groups, which were disadvantaged by the previous social order in the past. Police and Prison Civil Right Union (Popcru) in a meeting cited that criteria for access to the desired resources should be relaxed, additional resources should be made available, and that some of the white colleagues have to give way to the advantage of the people of colour.

Sachs, (1992:208) "In its widest sense, Affirmative Action covers all purposive activity designed to eliminate the effects of apartheid and create a society where everyone has the same chance to get on in life."

Maphai : (1992:7) sees Affirmative Action as discrimination in a healthy sense, because the elimination of inequalities eventually brings social piece.

According to the White Paper on the Transformation of the Public Service, Affirmative Action is defined as laws, programs or activities designed to redress past imbalances and to ameliorate the conditions of individuals and groups who have been disadvantaged on the grounds of race, gender or disability.

"A set of measures designed to ensure that persons in designated groups enjoy equal employment opportunities and are equitably represented in the various positions of employment with the relevant employer" (Namibia"s Draft Bill, Part IV, paragraph 33).

"A process of creating mechanisms to ensure equal opportunity based on existing potential capabilities of the previously disadvantaged population groups" (Wingrove: 1993:7).

"Affirmative Action is a set of procedures aimed at proactively addressing the disadvantages experienced by sections of the community in the past" (Innes, 1994).

The Department of Correctional Services in Human (1995:1) is of the opinion that the Affirmative Action strategy as envisage, is the view which

supported by Nelson Mandela in address to the ANC Conference on Affirmative Action in October 1991.

"The primary aims of Affirmative Action must redress the imbalances created by apartheid_____. We are not_____asking for handouts for anyone. Nor are we saying that just as a white skin was a passport to privilege in the past. Nor_____is it our aim to do away with qualifications. What we are against is not the upholding of standards as such, but the sustaining of barriers to the attainment of standards; the special measures that we envisage to overcome the legacy of past discrimination are not intended to ensure the advancement of unqualified persons, but to see to it that those who have been qualified all along, but overlooked because of past discrimination, are at last given their due_____. The first point to be made is that Affirmative Action must be rooted in principles of justice and equity."

In the agreement between the Department of Correctional Services representatives, employee organisations, experts from tertiary institutions, penologists, academics and consultants, the following definition was agreed upon:

"A process of creating mechanisms to address existing imbalances and ensure equal opportunities based on potential capabilities of the historically disadvantaged groups (i.e. blacks, coloureds, indians, women and the disabled) [Linda Human, 1995:2].

It has been argued that the type of Affirmative Action the Department of Correctional Services adopted will fall prey of reverse discrimination,

because whites are now discriminated against and that blacks are now getting the better of it. It is not a secret that whites in the Department of Correctional Services were not, at the beginning of the Affirmative Action process, a willing enforcer of such measure to end discrimination, their attitudes were negative even towards white colleagues who wanted the process to achieve its objectives.

Callahen (1986:56) defines an attitude as an evaluative reaction that has three components: emotional, cognitive and behavioural.

The above definition indicates that attitudes may compromise feelings, belief, ideas and the behaviour of a person towards objects, people and events. Attitudes reflect how a person behaves towards something. The three components are related and may be negative or positive.

Another challenge that is faced by the Affirmative Action process of the Department of Correctional Services was that it was feared that the recruitment of people on the street will result in work of poor quality, while on the other hand a scenario was created that blacks already in the employ of the Department of Correctional Services lacks the necessary skill and knowledge. This type of a perception was created by whites to demonstrate the importance of maintaining their positions and influenced blacks to accept that they are really inferior.

Conradie (1990:63) defines a person's perception of himself/herself as determined by his/her inner experience and interpretation of the various stimuli delivered from his/her social world.

It has been along the thorough and close observation of both the opponents and advocates of Affirmative Action for the Department of Correctional Services in a dialogue that the researcher developed interest in the study of this nature. The availability of these tensions are further tested by a questionnaire attached as annexure A.

Various researchers define Affirmative Action to mean different things; in the United States unlike in South Africa, the International Labour Organisation define it as any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.

In South Africa it is embodied in the constitutional guidelines and draft bill, it also form the basis of the reconstruction and development programme - Affirmative Action in all these documents is intended to heal the division of the past and establish a workforce based on democratic values, social justice and fundamental rights, thus creating a more political balance.

Reconstruction and Development Programme (1994:125) mandates the Department of Correctional Services by describing the transformational process, that the staffing of the prison service must be based on non-racial and non-sexist principles.

The Department of Correctional Services is criticised of being a reactive department, which is easily influenced by politicians, media and personnel corps. This was evident in their acceleration of programmes after the

speech by Nelson Mandela in his address to the ANC Conference on Affirmative Action in October 1991, where he outlined the type of action to be pursued. This point of departure is in chapter 1 (one) of this report.

Except the differences that in the United States Affirmative Action was addressing the imbalances against minorities, it has commonalities with the South African situation, and it is discussed under purpose and objectivities.

It is clear from the above definitions that Affirmative Action will eradicate all forms of racial discrimination and the practices and ideology of apartheid from which the majority of the people have suffered. This practise will redress social, economic and educational imbalances arising out of past discriminatory laws or practices, a balanced structuring of the correctional services will be achieved.

3.3 PURPOSE AND OBJECTIVES OF AA POLICIES

The white paper on the transformation of the Public Service defines Affirmative Action as laws, programs or activities designed to redress past imbalances and to ameliorate the conditions of individuals and groups who have been disadvantaged on the grounds of race, gender or disability.

While we find it defined by Sachs, (1992:208) "In its widest sense, Affirmative Action covers all purposive activity designed to eliminate the effects of apartheid and create a society where everyone has the same chance to get on in life".

Another definition which is closely related to the above defines Affirmative Action as "A set of measures designed to ensure that persons in designated groups enjoy equal employment opportunities and are equitably represented in the various positions of employment with the relevant employer" (Namibia's Draft Bill, Part IV, paragraph 33).

We find it recently defined as : "A process of creating mechanisms to ensure equal opportunity based on existing potential capabilities of the previously disadvantaged population groups (Wingrove, 1993:7).

After scrutinising the above definitions, deductions could be made that Affirmative Action is a corrective measure which it is hoped will balance the imbalances, correct disparities and ensure that the situations and conditions of blacks, asians, coloured, women and disabled are corrected.

The purpose and objectives of Affirmative Action are further discussed underneath.

3.3.1 POLITICAL JUSTIFICATIONS FOR AFFIRMATIVE ACTION

3.3.1.1 Constitution justification

In South Africa the legal origin of Affirmative Action is embodied in chapter two of the Constitution which clearly states that :

- 1) Everyone is equal before the law and has the right to equal protection and benefit of the law.

2) Equality includes the full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance, categories of persons, disadvantaged by unfair discrimination may be taken.

3) The state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.

It is important to mention that this section have a particular importance to Affirmative Action, it may be read as being in contradiction to the principle of equality; whilst in reality this section emphasizes that no measure would preclude measures designed to achieve the adequate protection and advancement of persons or groups or categories of persons disadvantaged by unfair discrimination, in order to enable their full and equal enjoyment of rights and freedoms.

4) No person may unfairly discriminate directly or indirectly against anyone on one or more grounds in terms of Section 3. National legislation has been enacted to prevent or prohibit unfair discrimination.

5) Discrimination on one or more of the grounds listed in subsection 3 is unfair unless it is established that the discrimination is fair.

It makes sense to mention that in context of the above exposé, the Constitution does not preclude all such measures, which are adopted to

remedy injustices and disadvantages experienced by persons or categories of persons within the historical context of apartheid.

3.3.1.2 Composition of the Public Service

Section 212 of the interim Constitution clearly stipulates the desired character and composition of the Public Service.

This section makes provision for a Public service that shall, *inter alia*:

- a) Be non-partisan, career-orientated and function according to fair and equitable practices;
- b) Promote an efficient Public Administration broadly representative of the South African community;
- c) Be accessible to all citizens; and
- d) That objective criterion shall be applied when making an appointment or filling a post in the Public Service.

Representivity for the purpose of this dissertation refers to the proportional distribution of the personnel of the Department of Correctional Services in relation to make up of South African society in terms of race, gender, sexual orientation, language, religion and cultural demographics. Representivity should apply both on a National and Provincial level, particularly at the level of Senior Management.

3.3.1.3 Statutory Objectives

Chapter 10 of the White Paper on Transformation outlines the broad framework of a policy approach aimed at realizing the statutory objectives of equality and the imperative of a broadly representative Public service, which will be strived for by the Department of Correctional Services in South Africa through the implementation of Affirmative Action policies.

The White Paper as an official document sanction State Departments by demonstrating steps that could be taken to eradicate discriminatory practices in line with the Reconstruction and Development Program and the Constitution.

It is in respect of the above exposé that Public enterprises are being related and guided on the implementation of Affirmative Action. The White Paper also emphasizes equality, and representativity of the Public Service according to racial demographics of South Africa.

The White Paper on Transformation emphasized the fact that Affirmative Action in the Public Service is necessary to ensure that service delivery and the quality of service to South African society is improved.

According to the White Paper on Transformation, Affirmative Action will facilitate the transformation of the Public Service from "an instrument of discrimination, control and domination to an enabling agency, which

serves and empowers all the people of this country in a fully accountable and transparent way”.

The White Paper on Transformation cautions that Affirmative Action could be confronted by a number of potential problems and dangers, “the danger of tokenism; the possibility of reverse discrimination and alienation of non-target groups within the Public Service; the danger of prioritizing Affirmative Action at the expense of other transformation goals, especially efficiency and effectiveness; and the possible tension and conflict between Affirmative Action and other Constitutional or legally guaranteed employment conditions, rights and principles.

It is important to mention that the aim of the paragraph above is to demonstrate the sanction of the implementation of the Affirmative Action in the Public service, of which the Department of Correctional Services form part thereof.

3.3.1.4 Employment equity

Employment equity is necessary to :

- Eradicate unfair discrimination in hiring, promotion, training, pay, benefits and retrenchment, in line with Constitutional requirements; and
- A measure to encourage employers to undertake organizational transformation to remove unjustified barriers to employment for all

South Africans, and to accelerate training and promotion for individuals from historically disadvantaged groups.

In pursuing this statutory function as agreed in the Central Bargaining chamber of the Public Service and accepted by the Cabinet. The Department of Correctional Services has seen itself been resanctioned to implement Affirmative Action policies and sustaining the goals of these processes by maintaining Employment Equity. It is of cardinal importance to mention that the objectives of Employment Equity stresses representivity in terms of race, sex and gender.

3.3.2 Historical Justification

Minister of Public Service and Administration, Dr Zola Skweyiya in address to the Donor Community Conference on Building an efficient and effective civil service in a democratic South Africa, outlined a number of challenges the country faces in rebuilding the civil service, how it intends dealing with them, and what scope is there for development assistance.

An integrated process of comprehensive restructuring, re-organization and rationalization is been emphasized since the civil service has been perceived as rule-driven bureaucracy, bureaucratic accountability, lack of transparency and human resource development and training being relegated to a minor position.

Studies of the former RSA Public Service prior to April 1994 has shown that 36% of the public sector employees are White, 90% of the Middle and Senior Management positions are held by White males; Women

constitute 54% of the adult population of South Africa, but represent less than 10% of Management in the Public sector; gross disparities in the levels of remuneration, absence of proper system for the evaluation of performance, the relationship between income and performance cannot be judged accurately.

In pursuance of representivity, these imbalances have to be redressed, training and development needs has to be addressed, the need for gender equality of women who are underrepresented and under-utilised in the civil service. These imbalances have to be redressed through Affirmative Action.

3.3.3 Operational Justification for Affirmative Action

Hofmeyer in the South African Journal of Labour Relations (1993: 36) states that the aim of Affirmative Action has been to compensate for past injustices, overcome continuing discrimination and ultimately to provide equal job opportunities for Blacks and Whites.

Mkhwanazi in Business Day (25 October 1993) speaking on behalf of the ANC, Stressed that the African National Congress argue that legislation is needed to redress imbalances and inequalities imposed by apartheid, and Affirmative Action is seen as a process which would make Black economic empowerment a reality.

According to Professor W L Nkuhlu (1993: 19) in order to ensure their continued existence, business will have to implement Affirmative Action programs. The White human resources available will be insufficient to

3.4 OBJECTIVE OF AFFIRMATIVE ACTION

The Reconstruction and Development Program (ANC, 1994: 16-17) argues that Affirmative Action should address a variety of issues including the marginalisation from economic, political and social power of Black people, Women and rural communities and, in particular, farm workers, the elderly and youth. Elsewhere, under Section 4.8.13 (ANC, 1994: 115) entitled "Affirmative action" the concept is used broadly, in the following way :

"Affirmative Action. Affirmative Action is a measure used to end discrimination on the grounds of race and gender, and to address the disparity of power between workers and Management, and between urban and rural areas. Those measures must:

- Entail a massive program of education, training, retraining, adult basic education and recognition of prior learning, to overcome the legacy of apartheid;
- Empower not only individuals, but communities and groups, under conditions which promote the collective rights and capacity of workers and their representatives to negotiate workplace issues;
- Establish principles for the hiring and the promotion of workers with similar skills/jobs which will prevent discrimination against people previously disadvantaged by apartheid or gender;

- Accelerate, through collective bargaining programs, the eradication of discrimination in each and every workplace; and
- Provide job security for pregnant women and promote the provision of child care, as discussed in Chapter Three, to further women's equality in employment”.

3.5 OBJECTIVES OF THE AFFIRMATIVE ACTION OF THE DEPARTMENT OF CORRECTIONAL SERVICES

The Department of Correctional Services identified itself with the total Public Service, which is not representative, partial, secretive, et cetera. In its endeavour to support the Constitution, and to implement Affirmative Action, recognized that it has to be representative, legitimate, transparent and accountable, protect the fundamental rights of all people and carry out its mission in consultation and co-operation with all recognized Employee Organizations.

The Department of Correctional Services Affirmative Action strategy is very sensitive and conscious of resistance and aspirations that could be created, but failed to address these sensitive issues appropriately.

It has not been clear how capacity building, which includes providing information, education and training, consultation with beneficiaries and facilitating the development of members was to be carried out. Employee Organizations, NGO and Tertiary Institutions were involved, and this relationship has produced a foundation to work on.

It is a known fact that equality and representivity are non-negotiable statutory objectives mandated by the Constitution to all the public enterprises. It is therefore not a choice, but a conscious and deliberate strategy to advance representivity of the Department of Correctional Services and to create equal opportunities for all; and the responsibility to execute this strategy was not correctly defined and described.

It should follow the basic principles of AA when preparing for measures AA.
It further realized that there are basic points of departure, which are important to a responsible Affirmative Action. This includes the following principles :

- The principle of efficient and effective execution of the Department's functions must be maintained at all times;
- The change in the organizational culture and the creation of organizational climate supportive to the Program of Affirmative Action;
- To strive towards the filling of posts at all levels by qualified and experienced personnel in pursuit of a global personnel ratio of 70:30 as a broad guideline by the year 2000 in favour of Affirmative Action;
- The implementation of specific Education training, Tuitional, Mentorship, Bridging Programs, and Management Development Programs to support the Affirmative Action precondition, and to empower underrepresented groups to compete with their colleagues on an equal footing;

- That the appropriate ratios at all the Provinces with due consideration of the population composition of the Province concerned are pursued as guidelines; and
- To ensure the pursuit goals of the programs take into account the availability of the types of Human Resources as well as their geographical distribution.

3.6 CONCLUSION

In concluding this chapter a questionnaire in the following chapter explores the data as a back up of all the issues raised in this chapter.

Action practices in the Department of Correctional Services and the attainment of objectives (themes B & C). The third section concentrated on the evaluation of the impact of Affirmative Action on role perceptions, grievances and related matters in the Department of Correctional Services (themes D & E).

As stated above, in this chapter the Affirmative Action strategy of the Department of Correctional Services is evaluated in terms of practices and the attainment of objectives :

The aims and objectives of the Department of Correctional Services are stated in the Linda Human blue-print (1995:2-6) as follows:

THE AIM IS

- to ensure a representative workforce that reflects the composition of the general population at all levels and to a promote participative management;

THE OBJECTIVES ARE

- to change the organisational culture and create a climate conducive to Affirmative Action and participative management;
- to ensure that qualified and/or experienced personnel fill the post on supervisory and managerial levels in order to promote a 70/30 ratio in favour of Affirmative Action; and
- to ensure that the disadvantaged groups be fully equipped through bridging/development programmes to enable them to perform their jobs.

4.2 VIEWS OF THE RESPONDENTS REGARDING THE ROLE OF AFFIRMATIVE ACTION IN THE DEPARTMENT OF CORRECTIONAL SERVICES

The most important question is whether the measures used by the Department of Correctional Services have succeeded in removing racial discrimination from the work place and making it more representative. It is also important to mention that while Affirmative Action is implemented, there were severance packages, which were used to create capacity, and some of the personnel who volunteered for severance packages were interviewed as part of exit interviews.

Based on the questionnaire, respondents were asked questions relating to the roles of Affirmative Action (questions 11-30). These questions are used in order to answer views and concerns as observed during the research.

Questions on the views of the respondents include the following : The role of Affirmative Action, the social change, fears and expectations, fulfilment of objectives, attitudes and morale of the personnel.

4.2.1 THE NEED FOR AFFIRMATIVE ACTION

Although the information concerning the need for Affirmative Action was made available to all institutions in Gauteng Province, most respondents were unfamiliar with the questions in theme B. It is not known as to whether the concept used were not applicable to them or not. Generally a balanced answer supporting the view that the past was wrong and the

present must be changed come to the fore. Respondents interviewed during the exit interviews recognised the need for rapid change, and that the strategy should be used to change to the better.

4.2.2 THE ROLE OF AFFIRMATIVE ACTION

Different meanings attached to the term Affirmative Action, create negative attitudes and negative feelings about what is really mean to various groups of people who are either affected negatively or positively. Affirmative Action is defined to be a process of creating mechanisms to address existing imbalances and ensure equal opportunities, based on potential capabilities of the previously disadvantaged groups. Affirmative Action is designed to give those who never had the opportunity to realise their full potential to do so. The Department of Correctional Services has a five year plan on Affirmative Action.

The Constitution of the Republic of South Africa (1996:3) describes how people of South Africa can abide by the constitution as the supreme law of the Republic in line with the role of Affirmative Action as a policy intending to recognise the injustices of our past, honour those who suffered for justice and freedom of our land; respect those who have worked to build and develop our country and believe that South Africa belongs to all who live in it, united in diversity.

We therefore, through our freely elected representatives, adopt this constitution as the supreme law of the Republic so as to :

- Heal the division of the past and establish a society based on democratic values, social justice and fundamental human rights;
- Lay the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law;
- Improve the quality of life of all citizens and free the potential of each person; and
- Build a united and democratic South Africa, which is able to take its rightful place as a sovereign state in the family of nations.

TABLE 7 : THE CONCEPT AFFIRMATIVE ACTION

To evaluate the respondents knowledge of the Constitution.

VALUE	FREQUENCY	VALID PERCENT
Agree	185	54.6
Uncertain	72	21.2
Disagree	82	24.2
TOTAL	339	100

According to table seven, 54.6 percent of the respondents agree that the Department of Correctional Services' mission statement with its Affirmative Action policy is intended to heal the division of the past and establish a workforce based on democratic values, social justice and fundamental rights; 21.2 percent of the respondents stated that they are uncertain about the intentions of Affirmative Action. The other 24.2 percent of the respondents disagreed to the above intentions of Affirmative Action.

TABLE 8: THE OBJECTIVE OF AFFIRMATIVE ACTION

To evaluate the respondents understanding of the objective of Affirmative Action.

VALUE	FREQUENCY	VALID PERCENT
Agree	155	45.7
Uncertain	83	24.5
Disagree	101	29.8
TOTAL	339	100

Over 45 percent of the respondents agree that the objective of Affirmative Action is to unite Correctional Services personnel, the other figure of over 24 percent show that they are uncertain. Another figure, 29.8 percent stated that they disagree with the statement that Affirmative Action unite the Correctional Services personnel. From these results it can be concluded that there is lack of understanding which is more an attitude and perception problem and communication.

TABLE 9 : Role of Affirmative Action

To show the respondents ratings on the role of the Affirmative Action.

VALUE	FREQUENCY	VALID PERCENT
Agree	207	61.4
Uncertain	60	17.8
Disagree	70	20.8
TOTAL	337	100

Sixty one (61) Percent of the respondents agreed that the role of Affirmative Action should also recognise the injustice of our past, and over 20 percent disagreed that it should not recognise the injustice of our past. The fact that over 61.4 percent agree that role of Affirmative Action should deal with the injustice of our past, shows that a good work has been done to inform the employees about these role.

TABLE 11

To show the respondents ratings on freedom of the DCS as a state organ.

VALUE	FREQUENCY	VALID PERCENT
Agree	212	63.5
Uncertain	83	24.9
Disagree	39	11.7
TOTAL	334	100

One of the challenges that faces South African Correctional Services Department with its Affirmative Action policies is the freedom of the Department of Correctional Services as a state organ, over 63 percent of the respondents agreed to this principle, whereas 11.7 percent disagreed and the other 24 percent remained uncertain. It can be concluded that members understood the reasons why Affirmative Action was implemented.

TABLE 12

To show ratings on the objective of uniting DCS in South Africa to be able to take its rightful place in International Penology.

VALUE	FREQUENCY	VALID PERCENT
Agree	206	60.8
Uncertain	61	18.0
Disagree	72	21.2
TOTAL	339	100

Democratisation of South Africa has made it to be accepted in the family of nations, where it was closed outside doors by virtue of practising apartheid; 206 respondents out of the total of 339 agreed to the statement that the objective of Affirmative Action is to build a united and democratic Department of Correctional Services to take its rightful place in international penology. 61 Respondents show that they are uncertain, whilst the other 72 respondents disagreed to this principle. From these results it can be concluded that there is lack of understanding problem rather than an attitude or perception problem.

TABLE 13

To show ratings on the deliberate exclusion minorities in order to establish representative work force.

VALUE	FREQUENCY	VALID PERCENT
Agree	120	35.8
Uncertain	87	26.0
Disagree	128	38.2
TOTAL	339	100

The deliberate exclusion of minorities from employment as part of the Affirmative Action strategies will succeed in establishing a personnel corps that will be representative of the South African population. 120 Respondents out of 335 respondents agreed, whereas 87 respondents show that they are uncertain, whilst the majority of the respondents (128) disagreed to this strategic point. The fact that the majority of the respondents disagree, is a clear indication that this is a type of a perception and attitude problem which needs to be changed.

TABLE 14

To establish ratings whether the previously advantaged groups will be willing or not train and develop the previously disadvantaged groups.

VALUE	FREQUENCY	VALID PERCENT
Agree	144	42.6
Uncertain	91	26.9
Disagree	103	30.5
TOTAL	338	100

One of the common believes tested was that perhaps the previously advantaged groups will not be willing to train and develop the previously disadvantaged group. It is found that the majority of the respondents (42.6 percent) agreed to this fact, whereas 26.9 percent of the respondents have chosen to remain uncertain, whilst 30.5 percent of the respondents disagreed to this fact. It can be concluded that the relationship between the previously advantaged and the previously disadvantaged is poor, this situation needs to be improved, it is far from the ideal.

TABLE 16

To show the respondents ratings on the attitude of the previously disadvantaged to the failure of Affirmative Action.

VALUE	FREQUENCY	VALID PERCENT
Agree	168	50.0
Uncertain	67	19.9
Disagree	101	30.1
TOTAL	336	100

Table 16 shows that 50 percent of the respondents agree that previously disadvantaged groups made Affirmative Action strategies fail because their personal expectations are unrealistically high, while over 30.1 percent respondents disagree that it will fail. From this table, as can be seen, it can be concluded that the previously disadvantaged have high personal expectations which can not always be met, because they do not always have all the necessary requirements.

4.2.3 FEARS AND EXPECTATIONS

TABLE 17

To show the ratings on Human Resource Management factors which contribute to the failure of Affirmative Action.

VALUE	FREQUENCY	VALID PERCENT
Agree	229	67.8
Uncertain	55	16.2
Disagree	54	16.0
TOTAL	338	100

Table 17 shows that the majority of the respondents (229) 67.8 percent agreed that ineffective human resource management (recruitment, appointment and promotions) of employees may contribute to the failure of Affirmative Action; whereas 55 (16.2 percent) of the respondents responded by being uncertain, and the other 54 (16.0 percent) of the respondents responded by disagreeing. It is clear from these results that the respondents gave, that a conclusion can be made that poor Human Resource Management factors impact negatively against the department.

TABLE 18

To show the respondents ratings on the Affirmative Action appointments lacking proper qualifications undermining the motivation for personnel.

VALUE	FREQUENCY	VALID PERCENT
Agree	237	71.2
Uncertain	37	11.1
Disagree	59	17.7
TOTAL	333	100

The majority of respondents (237) 71.2 percent agree that Affirmative Action appointments lacking proper qualifications, undermine the motivation for personnel development. While 11.1 percent chose to be uncertain, another small portion, 17.7 percent disagreed. It is true that most of the personnel corps will be demotivated if the people without qualifications are promoted to leadership positions. This is a serious problem rather than a perception or an attitude problem.

TABLE 19

To show the respondents ratings of Section 32(I) of the South African Constitution.

VALUE	FREQUENCY	VALID PERCENT
Agree	123	36.6
Uncertain	95	28.3
Disagree	118	35.1
TOTAL	336	100

According to table 19, over 36.6 percent agreed that section 32(1) of the South African Constitution that states that "every person has the right of access to all information held by the State or any of its organs in any sphere of government in so far as that information is required for the exercise or protection of any of their rights" is adhered to in their Department, 28.3 percent of the respondents admitted to be uncertain as to whether this section is adhered to by the Department of Correctional Services. Thereafter, over 35.1 percent of the respondents disagreed that this section is adhered to by the Department of Correctional Services. Respondents interviewed also in support of this finding indicated that they applied for positions and no response were received. This is not a perception and attitude problem, it is a service delivery problem, management should communicate the results of every post advertised to the applicants.

TABLE 21

To establish whether the respondents were familiar with the administrative actions that they could be lodged where any of their personal rights or legitimate expectations are affected or threatened.

VALUE	FREQUENCY	VALID PERCENT
Agree	151	44.9
Uncertain	98	29.2
Disagree	87	25.9
TOTAL	336	100

44.9 percent of the respondents have indicated that they are aware of the implication of such actions, whereas 25.9 percent of the respondents show that they are not familiar to the implication of such action. Another 29.2 percent of the respondents chose to be uncertain. It can be concluded that training on rights is lacking in the Department of Correctional Services. Members are fearing to stand firm when they are affected.

TABLE 22

To show the respondents ratings on whether they are furnished with reasons in writing for decisions which affect them or not.

VALUE	FREQUENCY	VALID PERCENT
Agree	217	64.6
Uncertain	47	14.0
Disagree	72	21.4
TOTAL	336	100

An overwhelming majority of the respondents stated that every person has the right to be furnished with reasons in writing for decisions which affect any of his/her rights or interest unless the reasons will be made public (64.6). Some of the respondents admitted that they did not know or it is not reconcilable with their own experience (21.4 percent) and some merely said uncertain (14 percent). From the above-mentioned we find a positive response, because respondents understand the importance of feedback.

TABLE 23

To determine whether the implementation of affirmative action policies causes friction between colleagues who previously enjoyed cordial working relations.

VALUE	FREQUENCY	VALID PERCENT
Agree	240	72.3
Uncertain	35	10.5
Disagree	57	17.2
TOTAL	332	100

From this table we deduct that 72.3 percent of respondents agree that the implementation of Affirmative Action policies causes friction between colleagues who previously enjoyed a cordial working relationship; this finding is statistically speaking highly significant. Only a small percentage (10.5 percent) indicated that they were uncertain and another small percentage (17.2 percent) indicated that they disagree. This confirms that there are problems in the implementation of Affirmative Action policies of the Department of Correctional Services. Dissatisfaction is more on supervisory and management levels, between the previously advantaged and the previously disadvantaged who are old in the department. This is more of a perception and attitude problem.

TABLE 24

To determine which approach is favoured between own initiated Affirmative Action plan and law enforced Affirmative Action plan.

VALUE	FREQUENCY	VALID PERCENT
Own Initiative	158	46.9
Uncertain	77	22.8
Forced by Law	102	30.2
TOTAL	337	100

Table 24 shows that a total 158 respondents out of the great total of 337 favoured own initiated Affirmative Action plan against the 77 respondents who chose to say they are uncertain, and the other 102 respondents who chose policies regulated by state enforced law. The results show that own initiated Affirmative Action plan is favoured more than the law enforced Affirmative Action plan.

TABLE 25

To establish what respondents experienced to the Department of Correctional Services' approach in promotion and recruitment.

VALUE	FREQUENCY	VALID PERCENT
Merit	142	42.3
Uncertain	59	17.6
Favouritism	135	40.1
TOTAL	336	100

Table 25 indicates that 42.3 percent of the respondents experienced promotion and recruitment on merit, while 17.6 percent of the respondents stated that they are uncertain and 40.1 percent indicate that they experienced it to be favouritism. The results obtained from these question as seen, makes one to conclude that there are serious Human Resources problems in as far as promotions and recruitments are concerned. This is not a mere attitude and perception problem, but a problem which impacts negatively on the image of the organisation - management to review the possibility of outsourcing this function.

TABLE 26

To establish whether the respondents are aware of the dissatisfaction demonstrated by under performance.

VALUE	FREQUENCY	VALID PERCENT
Agree	240	71.6
Uncertain	29	8.7
Disagree	66	19.7
TOTAL	335	100

This question was included in order to sensitise the respondents that the time to show dissatisfaction by under performing has past. An overwhelming majority of the respondents stated that it is wrong for personnel to demonstrate dissatisfaction over Affirmative Action of the Department of Correctional Services by not performing their duties (71.6 percent), while 8.7 percent stated that they are uncertain and only 19.7 percent of the respondents indicated that it is not wrong to demonstrate dissatisfaction by under performing duties. This is a positive outcome because the majority of the respondents are aware of the importance of performing their duties.

TABLE 27

To establish whether the respondents are aware of administrative law.

VALUE	FREQUENCY	VALID PERCENT
Agree	201	59.3
Uncertain	59	17.4
Disagree	79	23.3
TOTAL	339	100

Table 27 shows that 201 respondents confirmed that members are frustrated to take action in terms of administrative law, 59 respondents were uncertain and 79 respondents disagree that members are frustrated to take action in terms of administrative law.

A conclusion could be made that the majority of the respondents are aware of the administrative law which protects them, this may be an indication that the department has done a good work in informing the personnel.

TABLE 28

To establish whether the respondents are aware of administrative law as a protective measure.

VALUE	FREQUENCY	VALID PERCENT
Agree	185	54.9
Uncertain	94	27.9
Disagree	58	17.2
TOTAL	339	100

Table 28 shows that 54.9 percent of the respondents have fear to question the authorities in terms of administrative law where their rights to administrative action which is lawful, reasonable and procedurally fair is violated; the other 27.9 percent of the respondents remained neutral, while the other 17.2 percent of the respondents disagreed to this fact. A deduction could be made that the manner that those who raised issues were dealt with created these fears.

TABLE 29

To establish whether members are aware of administrative laws which gives them rights to question the Affirmative Action Strategies.

VALUE	FREQUENCY	VALID PERCENT
Reasons are sometimes available	95	28.2
Uncertain	59	17.5
Reasons are seldom available	67	19.9
Reasons are not furnished	64	19.0
Reasons are never available	52	15.4
TOTAL	337	100

Table 29 shows that 28.2 percent of the respondents indicates that reasons are sometimes available, 17.5 percent of the respondents are uncertain, 19.9 percent of the respondents show that reasons are seldom available, 19 percent of the respondents show that reasons are not furnished and 15.4 percent of the respondents show that reasons are never available. This may be an indication that employees are fearing to question issues which affect them.

FEARS VERSUS EXPECTATIONS

Affirmative Action has been statutory, it was negotiable, it was noted that it created tension amongst the groups. It was also observed during interviews that previously advantaged white personnel were not willing to be used to develop and train the previously disadvantaged blacks, indians, coloureds, women and the disabled.

Respondents acknowledged the presence of fears and expectations amongst the personnel members. The fears manifested itself by not willing to support the measures, while on the other hand expectations were unrealistically high. These observed from members who left the department due to voluntary packages, especially those who were not targeted by this measure. It make sense to mention that this form of challenge was observed to be the serious cause of failure towards the implementation of Affirmative Action.

Although a circle of fears and expectations were observed amongst the respondents unanimously agreed that they will be comfortable if they could be lead by leaders who are adequately educated and understand the Department of Correctional Services.

4.2.4 COMMUNICATION IN THE DEPARTMENT OF CORRECTIONAL SERVICES

It is argued that the success of every organisation rest on its communication strategy; with the Department of Correctional Services, respondents demonstrated that they were not familiar with the legislation and policies, which can be used to administratively strengthen their questioning of concerns.

Another observation to test whether mandates to implement Affirmative Action were cascaded to all the members was to ask questions related to the question of rights as taken from the constitution. It has been observed that generally the constitution is not known and instead of challenging issues directly, they resort to moaning without coming to the surface or use other methods such as exposing the department to the media. A standpoint could be made that the Department of Correctional Services is not performing well in its communication strategy, except the findings as derived from the research, external interviews conducted also supported these findings.

Respondents have chosen to free express themselves freely through a questionnaire where they are anonymous rather than coming to the fore, they appeared to have experienced fears which may be attributed to poor communication and lack of training.

Although respondents acknowledged that there are problems with regard to the personnel demonstrating dissatisfaction by not performing their

duties, performance of duties are still affected by mild picketing which is the opposite of what they agreed to during this research undertaking.

In this research it was observed that written communication of the department is also not correct, it has been suggested that feedback is not communicated to the people affected by the implementation of Affirmative Action.

4.3 VIEWS OF THE RESPONDENTS ON FULFILMENT OF AFFIRMATIVE ACTION OBJECTIVES

In evaluating whether the Department of Correctional Services have successfully attained its objectives; questions 34-62 of the questionnaire were clustered for the purpose of this study.

4.3.1 PERCEPTION OF THE MORALE AND ATTITUDE OF PERSONNEL

The respondents acknowledged that despite the fact that the Department of Correctional Services publicly declared its intent to implement Affirmative Action to eradicate any form of discrimination, its personnel corps manifested varied attitudes.

Oxford dictionary (1994) defines attitudes by describing attitudes as acquired behaviour, which shapes how a person thinks, feels and behaves. While we find it defined in Oppenheimer (1978:105) that an attitude is a state of readiness, a tendency to act or react in a certain manner when confronted with certain stimuli.

It has been observed in this study that respondents perceived the department to be performing negatively in terms of the attainment of Affirmative Action objectives. It is argued that this attitude can be observed by the resignations of highly experienced personnel leaving the Department of Correctional Services. Respondents indicated the concern that they are unsure of the future, they also felt that inexperienced trade union activists were appointed at their expense. It is observed that the morale of the staff is low, they do not see trade unions as labour representatives, but as used against them because all managers are affiliated to the trade unions. Even though it was not the Department of Correctional Services' interest to find itself dancing to the tunes of the trade unions; it has been established through this research that the employer was perceived to be co-managing with a specific labour union.

Conradie, (1990:63) describes a person's perception of him/herself as determined by his/her inner experience and interpretation of the various stimuli derived from his/her social world. It is scientifically true to state that negative perception may influence a person to function negatively and that positive perception, self-concept and self-image influence a person to perform positively.

TABLE 30

To determine the views of the respondents on the application of Affirmative Action principles.

VALUE	FREQUENCY	VALID PERCENT
Definitely	102	30.6
To a great extent	73	21.9
Uncertain	30	9
To a lesser extent	73	21.9
Not at all	55	16.6
TOTAL	333	100

From table 30, we observe that the majority of respondents, 30.6 in the Department of Correctional Services is definitely progressive, 21.9 percent of the respondents felt uncertain, while 21.9 percent of the respondents said it is to a lesser extent progressive, and the other 16.6 percent of the respondents stated that it is not at all progressive.

It is evident that respondents do not have a problem with Affirmative Action per say. Problems are with the manner that it is being implemented. This condition could be changed by identifying and communicating benefits.

TABLE 31

To evaluate the respondents' views on how they rate the attitude of personnel towards Affirmative Action of the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Extremely negative	79	23.6
Negative	129	38.5
Uncertain	58	17.3
Positive	62	18.5
Extremely positive	7	2.1
TOTAL	335	100

From table 31, we observe that from a total number of 335 respondents responded to this question, 23.6 percent of these respondents rated the attitude of the Department of Correctional Services' personnel towards Affirmative Action extremely negative, while 38.5 percent of the respondents rated it to be negative, the other 18.5 percent of the respondents rated positive and 2.1 percent of the respondents rated it to be extremely positive. Generally this indicated negative attitudes and perceptions problems, results indicated that many employees expectations are not fulfilled, this increased frustrations and dissatisfactions.

TABLE 32

To determine the rating of the morale of the Department of Correctional Services' personnel by the respondents.

VALUE	FREQUENCY	VALID PERCENT
Extremely negative	58	17.2
Negative	123	36.5
Uncertain	68	20.2
Positive	77	22.8
Extremely positive	11	3.3
TOTAL	337	100

According to table 32, 17.2 percent of the respondents rated the morale of personnel to be extremely negative, the majority of the respondents (36.5 percent) rated it be negative, while 20.2 percent rated uncertain, another ratings (22.8 percent) of the respondents rated the morale of personnel to be positive, 3.3 percent of the respondents rated it be extremely positive. A deduction could be made that the employees morale is low.

TABLE 34

To determine the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	166	78.7
No	45	21.3
TOTAL	211	100

Table 34 shows that 78.7 percent of the respondents confirm that the cause of leaving the Department of Correctional Services may be that there are too few opportunities for promotion due to Affirmative Action, while only 21.3 percent of the respondents did not see it to be a cause. A conclusion could be made that employees are leaving their jobs because they are unsure of their future.

TABLE 35

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	124	64.2
No	69	35.8
TOTAL	193	100

Table 35 indicates that 64.2 percent of the respondents said that they were to leave because of low career status of Correctional Officers, while 35.8 percent did not see that as a problem. This is more of an attitude and perception problem, it may also be attributed to the fact that the Department of Correctional Services has done poorly in communicating motives of Affirmative Action.

TABLE 36

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	140	70.4
No	59	29.6
TOTAL	199	100

Table 36 shows that 70.4 percent of the respondents would leave the Department of Correctional Services because of poor salary, while 29.6 percent of respondents do not regard poor salary as a problem.

It can be concluded that this is a mere attitude and perception problem, which might be attributed to the fact that many employees expectations which were unrealistically high were not realised.

TABLE 37

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	145	72.5
No	55	27.5
TOTAL	200	100

Table 37 indicates that 72.5 percent of the respondents show that they may leave the Department of Correctional Services because of too few opportunities to realise their potential due to Affirmative action, while 27.5 percent tells us that there are no reasons for leaving. From this table it can be deduced that employees perceive the Department of Correctional Services change efforts to be negative. These sensitive feelings and emotions describe that transformation was done poorly.

TABLE 38

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	125	66.5
No	63	33.5
TOTAL	188	100

Table 38 shows that the majority of the respondents (66.5 percent) agreed that they have considered leaving due to reasons that initiatives are suppressed, while the minority of the respondents (33.5 percent) disagree to the reasons that initiatives are suppressed. The results show that there is a lot of frustration, shock and anger experienced by the employees. Management is not trusted and many employees will choose to leave if circumstances permit them to do so.

TABLE 39

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	167	80.7
No	40	19.3
TOTAL	207	100

Overwhelming majority of the respondents (80.7 percent) indicates that they may leave the Department of Correctional Services because of frustrating work conditions, while 19.3 percent of the respondents indicates that they do not experience any problem. It is true, that if you have lost trust and confidence on the organisation, you will like to leave. The result demonstrate the extent of frustration experienced. These negative feelings and believes as experienced by employees, need to be seriously attended to by the Department of Correctional Services leadership.

TABLE 40

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	93	48.9
No	97	51.1
TOTAL	190	100

In this table, it is interesting to observe that a great number of respondents (51.1 percent) responded against question 37, indicated that prisoners are not dangerous to work with, while 48.9 percent of the respondents indicated that they will consider leaving the Department of Correctional Services because the prisoners are dangerous to work with. This is more of attitude and perception problem, the Department of Correctional Services must take note of it.

TABLE 41

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	160	76.2
No	50	23.8
TOTAL	210	100

In this table, 76.2 percent of the respondents indicate that they are disappointed in their expectations as Correctional Services employees, because they are unsure of their future due to Affirmative Action. They may consider leaving the Department of Correctional Services; other respondents (23.8 percent) is observed to be experiencing no problems. From this results it could be concluded that as stated many employees had unrealistically high expectations, which were not realised. These feelings are more attritudinal and perceptive in nature, which could be attributed to grief or loss, and a fear that expectations will not be realized.

TABLE 43

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	128	63.3
No	65	33.7
TOTAL	193	100

Table 43 shows that 63.3 percent of the respondents indicated that they will consider leaving the department because application for Affirmative Action policies are constantly opposed, while 33.7 percent of the respondents indicated that they will stay in the department. The Department of Correctional Services, appointed people to strategic positions without giving them proper training, this is not attitude or perception problem, but a serious problem which needs to be corrected by training.

TABLE 44

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	145	73.6
No	51	26.4
TOTAL	196	100

Table 44 shows that 73.6 percent of the respondents indicates that they consider leaving the Department of Correctional Services with a reason that Affirmative Action policies are applied to silence trade union activities, while 26.4 percent of the respondents indicated that they do not experience any problems. The results from this table demonstrate that the employees are frustrated, they are made to believe that the union leadership are having good relationship with the management at their expense. This is more of a attitudinal and perceptive problem, which should be positively communicated by the Department of Correctional Services.

TABLE 45

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	144	58.8
No	80	41.2
TOTAL	194	100

Table 45 shows the confirmation that the 58.8 percent of the respondents that they will consider leaving the Department of Correctional Services because they disagree with the organisational policy and management of the Department of Correctional Services; the other respondents, 41.2 percent indicated that they will stay, they experience no problems with the Department of Correctional Services' policies. The results of this table could be interpreted to be telling about the personnel morale, they have lost the direction on which the department is heading to. This is an attitude and perception problem which needs to be corrected by the Department of Correctional Services..

TABLE 46

To establish the reasons which may cause members to leave the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Yes	171	81.8
No	38	18.2
TOTAL	209	100

Table 46 shows that 81.8 percent of the respondents are dissatisfied and consider leaving the Department of Correctional Services with reasons that qualifications are of no value to the Department of Correctional Services. Affirmative Action policy and personnel know in advance who is to be appointed in which post; the other 18.2 percent of the respondents show that with them there is nothing wrong; they experience no problems. The results from this table confirms that qualifications were not considered in appointing some employees, this is a serious problem which discourages employees in studying further, loose respect in those appointed to management and leadership positions. The Department of Correctional Services need to correct this situation by making those appointed wrongly to leave their positions and appoint the employees with the necessary qualifications.

TABLE 47

To determine whether all the members in the DCS have equal opportunities to positions.

VALUE	FREQUENCY	VALID PERCENT
Agree	89	26.6
Uncertain	55	16.5
Disagree	190	56.9
TOTAL	334	100

In table 47 the majority of the respondents (56.9 percent) indicates that in the Department of Correctional Services the Affirmative Action is not handled appropriately to meet the needs it has been constituted for - disagree that all members have equal opportunities to positions, the other 16.5 percent of the respondents said they do not know, while the other 26.6 percent agreed that there are equal opportunities to positions. The results from this table clearly indicate that there are serious problems in how the Department of Correctional Services transformed itself. It can be argued that this is not an attitude or perception problem, but a real problem which need to be attended to by the Human Resource of the Department of Correctional Services.

TABLE 48

To establish whether members are satisfied with the manner in which appointments and promotions are made.

VALUE	FREQUENCY	VALID PERCENT
Agree	244	72.4
Uncertain	50	14.8
Disagree	43	12.8
TOTAL	337	100

An overwhelming majority of the respondents stated that they are not satisfied with the manner in which appointments and promotions to senior positions are made; another 14.8 percent of the respondents chose to remain uncertain, while on the other hand 12.8 percent of the respondents disagreed that there is any dissatisfaction about appointments and promotions to senior positions. The Human Resource Branch of the Department of Correctional Services, according to this table, it is the most problematic. It is suggested that in correcting this problem the Department of Correctional Services should consider outsourcing the appointment and promotions.

TABLE 49

To establish whether members who are Affirmative Action appointees are correctly appointed.

VALUE	FREQUENCY	VALID PERCENT
Agree	41	12.4
Uncertain	72	21.8
Disagree	217	65.8
TOTAL	330	100

Table 49 shows that the majority of the respondents, 65.8 percent disagree that all the members who are Affirmative Action appointees are correctly appointed, 12.4 percent of the respondents agree that all Affirmative Action appointees are correctly appointed, another 21.8 percent of the respondents stated that they are not sure. The deduction can be made that the employees of the Department of Correctional Services question the appointments of employees to Affirmative Action positions. These results confirm that the Human Resources of the Department of Correctional Services, is not functioning well, this situation needs to be changed.

TABLE 50

To determine whether Affirmative Action appointees perform their jobs efficiently.

VALUE	FREQUENCY	VALID PERCENT
Agree	35	10.6
Uncertain	85	25.8
Disagree	210	63.6
TOTAL	330	100

From table 50, it is established that 63.6 percent of the respondents disagree that all members who are Affirmative Action appointees are performing effectively, 25.8 percent stated that they are uncertain, with another 10.6 percent of the respondents agree that all members who are Affirmative Action appointees are performing efficiently. This data confirms that training to support these appointees is necessary. The fact that the management development courses were abandoned without any replacement, creates serious operational problems. The Department of Correctional Services should consider the introduction of the Leadership Development programmes which will change the mindset of employees.

TABLE 51

To establish whether Affirmative Action appointees are supported by all the members.

VALUE	FREQUENCY	VALID PERCENT
Agree	30	9.3
Uncertain	74	23.1
Disagree	217	67.6
TOTAL	321	100

A very negative response emanated from the response group, as 67.6 percent felt that Affirmative Action appointees are not supported by all the members, with 23.1 percent choosing to say they do not know, another 9.3 percent felt that they are supported by all members. This table indicates that there is a lack of support of Affirmative Action appointees. In order to change this attitude and perception, there must be a positive communication to all the employees about the benefits of Affirmative Action.

TABLE 52

To measure the extent at which the respondents believe Affirmative Action has influenced the attitude of the personnel corps of the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Very positive	29	9.0
Positive	58	18.0
Unaffected	51	15.8
Negative	112	34.8
Very negative	72	22.4
TOTAL	322	100

Table 52 shows that 9.0 percent of the respondents felt that Affirmative Action influenced the attitude of personnel corps general appearance very positively, another 18.0 percent felt that it is positive, 15.8 percent of the respondents felt that it has not changed anything. Another 34.8 percent of the respondents felt that the attitude of personnel corps general appearance is negatively influenced and the remaining 22.4 percent of the respondents felt that general appearance is influence very negatively. From these results, that the attitude of personnel corps is negative and to change it to positive issues in the department such attitude needs to be communicated to members.

TABLE 53

To measure the extent at which the respondents believe affirmative action has influenced the manner in which the public is addressed.

VALUE	FREQUENCY	VALID PERCENT
Very positive	20	6.3
Positive	79	24.8
Unaffected	92	28.8
Negative	93	29.4
Very negative	34	10.7
TOTAL	319	100

Table 53 shows that 6.3 percent of the respondents believe that Affirmative Action has influence the attitude of the personnel in the manner in which public is addressed to be very positive, another 24.8 percent rate it to be positive, 28.8 percent of the respondents felt that it has changed nothing, 29.4 percent felt that it has changed the attitude towards the public to be negative, while the remaining 10.7 percent believe that it changed the attitude to be very negative. It can be concluded that in training the employees, public address needs to receive much attention, as this impact negatively to the image of the department. The management to take note of this and correct it.

TABLE 54

To measure the extent at which the respondents believe Affirmative Action has influenced the attitude of the personnel corps of the Department of Correctional Services. To measure the service level standard efficiency of service.

VALUE	FREQUENCY	VALID PERCENT
Very positive	17	5.4
Positive	65	20.8
Unaffected	61	19.6
Negative	112	35.9
Very negative	57	18.3
TOTAL	312	100

In table 54, 35.9 percent of the respondents felt that the Affirmative Action has influence the attitude of personnel's efficiency of service to be negative, another 18.3 percent of the respondents rated efficiency to be very negative, 19.6 percent of the respondents stated that efficiency is unaffected while 20.8 percent of the respondents believe that efficiency is positively influenced, with another 5.4 percent of the respondents feeling that efficiency is influenced very positively. These results confirm that efficiency is affected, and if an organisation is perceived to be inefficient its image is dented. Management to train all the employees serving at the front, to improve this service standard.

TABLE 55

To measure the extent at which the respondents believe affirmative action has influenced the attitude of personnel corps of the Department of Correctional Services to acquire academic achievements of members.

VALUE	FREQUENCY	VALID PERCENT
Very positive	28	9.0
Positive	83	26.7
Unaffected	69	22.2
Negative	86	27.7
Very negative	45	14.5
TOTAL	311	100

In this table, 9.0 percent of the respondents believe Affirmative Action has influenced the attitude of personnel to acquire academic achievements very positive, another 26.7 percent of the respondents believe that it influenced them positively, 22.2 percent of the respondents felt that it has not changed anything, another 27.7 percent believe Affirmative Action influenced the attitude of personnel to acquire academic achievements negative, while the other 14.5 percent believe that it is influenced very negatively. Conclusion could be made that personnel corps are demotivated to study by the manner at which Affirmative Action is administered.

TABLE 56

To establish the extent of co-operation of members.

VALUE	FREQUENCY	VALID PERCENT
Very positive	24	7.7
Positive	52	16.6
Unaffected	46	14.7
Negative	128	40.9
Very negative	63	20.1
TOTAL	313	100

From this table we observe that 40.9 percent of the respondents believe that the members' attitude of co-operation is negative, another 20.1 percent of the respondents stated that co-operation is very negative; 14.7 percent of the respondents felt that nothing has changed, while 16.6 percent of the respondents felt that it is positive, with the other 7.7 percent of the respondents observed that co-operation is influenced very positive. It is important, to mention that correctional officials work needs co-operation of all the members, if this co-operation is affected. Correctional Services work becomes difficult. It is read from this table that this aspect is problematic in the Department of Correctional Services, the department emphasize on training and developing the employees on co-operation.

TABLE 57

To establish the extent of willingness to fulfil role.

VALUE	FREQUENCY	VALID PERCENT
Very positive	21	6.7
Positive	68	21.7
Unaffected	54	17.3
Negative	124	39.6
Very negative	46	14.7
TOTAL	313	100

Nearly half of the respondents, 39.6 percent believe that the attitude of willingness to fulfil role is influenced to be negative, another 14.7 percent felt that it is influenced to be very negative; 6.7 percent of the respondents felt that it is influenced to be very positive, while the other 21.7 percent of the respondents felt that it is influenced to be positive, with the other 17.3 percent feeling that nothing was affected. This table indicated that willingness to fulfil role is negative amongst the employees, these results tell that willingness should be encouraged in order to boost service delivery.

TABLE 58

To observe the extent of influence on the treatment of offenders.

VALUE	FREQUENCY	VALID PERCENT
Very positive	26	8.4
Positive	73	23.5
Unaffected	80	25.8
Negative	88	28.4
Very negative	43	12.5
TOTAL	310	100

Table 58 shows that 8.4 percent of the respondents believe Affirmative Action has influenced the treatment of offenders to be very positive, 23.5 percent of the respondents believe it to be positive, 25.8 percent of the respondents are observed to believe that this function is not affected. Another 28.4 percent of the respondents believe it to be influenced negatively, with 12.5 percent of the respondents feeling that it is influenced very negatively. The fact that members feel that the offenders have more rights to support the perception and attitude of the society that offenders have more rights than ordinary citizens. The Department of Correctional Services needs to communicate this issue in order to change the society's perception and attitude.

CHAPTER 5

5.1 INTRODUCTION

Historically, prisons were introduced in 1959, the former South African government introduced legislation which effectively provided for the application of the policy of apartheid in the then prison service. The doctrine of apartheid had a major impact in the provision of services provided to white and non-white. Blacks, coloureds and whites were trained at three different training colleges with blacks, coloureds, asians having their own uniform. The 1990 political change had a direct impact on the prison system in South Africa.

This section concentrates on an evaluation of the impact of Affirmative Action on role perceptions, grievances and related matters in the Department of Correctional Services (theme D & E).

5.2 PERCEPTION OF FUNCTION THAT DESCRIBED THE CORRECTIONAL OFFICIAL

The important role of the Correctional Officer is both rehabilitation and custodial aspects of the prison system. In evaluating the perception of function, the respondents were asked along with the objectives of the Department of Correctional Services Affirmative Action strategy to rate which attributes are for a Correctional Officer at present.

Tables 59-76 show the respondents' ratings of required attributes of the Correctional Official. To show the personal attributes required of Correctional Officials in order to change the culture of personnel corps from punishment to rehabilitation.

TABLE 59

To show the respondents' ratings on discipline.

VALUE	FREQUENCY	VALID PERCENT
Very Important	206	62.6
Important	43	13.1
Unaffected	27	8.2
Less Important	37	11.2
Not at all important	16	4.9
TOTAL	329	100

The majority of respondents 62.6 percent rated discipline to be the very important attribute needed for the Correctional Services officer at present, 13.1 percent rated it important, 8.2 percent indicated that they are uncertain, whilst another 11.2 percent rated discipline to be less important and 4.9 percent rated discipline as not at all important. The result shows that the Department of Correctional Services needs more disciplined members in order to be efficient and effective. It is therefore important that during training and development of employees discipline should be emphasized at all times.

TABLE 60

To show the respondents' ratings on understanding of rights.

VALUE	FREQUENCY	VALID PERCENT
Very Important	161	50.0
Important	93	28.9
Unaffected	41	12.7
Less Important	22	6.8
Not at all important	5	1.6
TOTAL	322	100

Over half 50 percent of the respondents rated the understanding of rights very important, 28.9 percent of the respondents rated the understanding of rights important, 12.7 percent of the respondents show that they are uncertain, another 6.8 percent of the respondents show that it is less important, while 1.6 percent show not at all important. The understanding of rights in the transforming Correctional Services could not be underestimated as could be seen from the table. This result as could be read, confirms the fact that the future correctional officials must have a clear understanding of rights as outlined in the Constitution and Bill of Rights.

TABLE 61

To show the respondents' ratings of loyalty.

VALUE	FREQUENCY	VALID PERCENT
Very Important	168	53.3
Important	73	23.2
Unaffected	25	7.9
Less Important	34	10.8
Not at all important	15	4.8
TOTAL	315	100

From the ratings of the respondents it is clear that loyalty was rated very important by 53.3 percent of the respondents, 23.2 percent of the respondents rated it important, while 7.9 percent of the respondents indicated that they are uncertain, another 10.8 percent of the respondents rated less important with the other 4.8 percent of the respondents rating it not important at all. Loyalty is rated high in this table, this is an indication that loyalty is another characteristic which is very important to the correctional officials in the future.

TABLE 62

To show the respondents' ratings of obedience.

VALUE	FREQUENCY	VALID PERCENT
Very Important	145	45.3
Important	92	28.8
Unaffected	31	9.7
Less Important	34	10.6
Not at all important	18	5.6
TOTAL	320	100

From this table we deduct that 45.3 percent of the respondents rated obedience as very important personal attribute which is for a correctional officer at present, with 28.8 percent of the respondents rating obedience to be important. Another 9.7 percent respondents indicated that they are uncertain, while 10.6 percent of the respondents indicated that obedience is less important and another 5.6 percent of the respondents indicated not at all important. This data tells that the problem of obedience at present needs to be changed, obedience is seen also as an important characteristic which must be calculated to the members as this may impact positively to the image of the department.

TABLE 63

To show the respondents' ratings of proficiency.

VALUE	FREQUENCY	VALID PERCENT
Very Important	146	45.9
Important	90	28.3
Unaffected	41	12.9
Less Important	29	9.1
Not at all important	12	3.8
TOTAL	318	100

In table 63, it is shown that 45.9 percent of the respondents rated proficiency to be very important, 28.3 percent respondents rated it to be important. Very few respondents did not want to commit themselves 12.9 percent and those who declared proficiency to be less important 9.1 percent and followed by 3.8 percent who declared that proficiency is not important at all. Proficiency is rated very important, training and development of Correctional Official should be directed along this information as obtained from these result.

TABLE 64

To show the respondents' ratings of impartiality.

VALUE	FREQUENCY	VALID PERCENT
Very Important	128	40.5
Important	87	27.5
Unaffected	52	16.5
Less Important	31	9.8
Not at all important	18	5.7
TOTAL	316	100

A positive response emanated from the response group, as 40.5 percent felt that impartiality is a very important personal attribute for a correctional official at present, followed by 27.5 percent who felt is important. Another 16.5 percent did not want to commit themselves chose to be uncertain, while very few respondents 9.8 percent indicated that impartiality is less important, followed the fewest respondents 5.7 percent that indicated not at all important. These results as seen from this table emphasize the importance of impartiality of correctional officials during this transformational period. A conclusion could be made that in order to avoid unnecessary criticism, impartiality must be practised by officials of the department.

TABLE 65

To show the respondents' ratings of courteousness.

VALUE	FREQUENCY	VALID PERCENT
Very Important	127	40.1
Important	99	31.2
Unaffected	51	16.1
Less Important	29	9.1
Not at all important	11	3.5
TOTAL	317	100

From table 65, a fairly large proportion of the respondents 40.1 percent show that courteousness is a very important personal attribute for a correctional officer at present, followed by another large proportion of the respondents 31.2 percent rating important. Few respondents chose to rate it uncertain. Only 9.1 percent rated less important, followed by another small proportion 3.5 percent rating of not at all important. It can be concluded that as part of improving service delivery, correctional officials want courteousness to be part of the package of the attributes to be incalculated during training and development processes.

TABLE 66

To show the respondents' rating of physical fitness.

VALUE	FREQUENCY	VALID PERCENT
Very Important	100	31.3
Important	106	33.2
Unaffected	39	12.2
Less Important	48	15.0
Not at all important	26	8.2
TOTAL	319	100

A negative response emanating from the response group, as 31.3 percent felt that physical fitness is very important attribute for a correctional office at present, with another 33.2 percent rating it to be important. Only few respondents 12.2 did not want to commit themselves. Another 15.0 percent felt that it is less important, with another 8.2 percent who felt not at all important. It is observed that all attributes were rated above forty percent on this five-point scale, but physical fitness is the only attribute rated below forty percent. This results gives an impression that physical fitness is no more an important attribute for a correctional officer. This assertion is evidenced by high ratings on other attributes.

TABLE 67

To show the respondents' ratings of neatness.

VALUE	FREQUENCY	VALID PERCENT
Very Important	162	50.0
Important	85	26.2
Unaffected	25	7.7
Less Important	35	10.8
Not at all important	17	5.3
TOTAL	324	100

Positive response emanated from the response group, half 50 percent of the respondents agreed that neatness is a very important attribute for a correctional officer at present, supported by another 26.2 percent rating it important. Few respondents 7.7 percent chose to rate it uncertain. With another 10.8 percent rating it less important and the other fewest 5.3 rating it not at all important.

TABLE 68

To show the respondents' ratings of honesty.

VALUE	FREQUENCY	VALID PERCENT
Very Important	190	59.0
Important	56	17.4
Unaffected	29	9.0
Less Important	26	8.1
Not at all important	21	6.5
TOTAL	322	100

An overwhelming majority of respondents 59.0 percent rated honesty to be very important attribute for a correctional officer at present, followed by 17.4 percent who rated it to be important. Few respondents, 9.0 percent did not want to commit themselves, while the another 8.1 percent rated it less important, and another 6.5 percent rated it not important at all.

TABLE 69

To show the respondents' ratings of friendliness.

VALUE	FREQUENCY	VALID PERCENT
Very Important	143	45.1
Important	96	30.3
Unaffected	30	9.5
Less Important	30	9.5
Not at all important	18	5.7
TOTAL	317	100

Table 69 shows that 45.1 percent of the respondents felt that friendliness is a very important attribute for a correctional official at present, with the other 30.3 percent rating it to be important. A small portion of respondents 9.5 percent did not commit themselves they chose to be uncertain. The other portion of a 9.5 percent felt that friendliness is less important, with another few respondents 5.7 percent rating it to be not at all important

TABLE 70

To show the respondents' ratings of responsiveness.

VALUE	FREQUENCY	VALID PERCENT
Very Important	148	46.1
Important	90	28.0
Unaffected	38	11.9
Less Important	32	10.0
Not at all important	13	4.0
TOTAL	321	100

This table shows that 46.1 percent of the respondents rated responsiveness to be very important attribute for a correctional officer at present, with another 28.0 percent rating it to be important. A small portion of respondents 11.1 percent felt to be uncertain. The other respondents 10.0 percent rated it to be less important with another 4.0 percent rated it not at all important.

TABLE 71

To show the respondents' ratings of helpfulness.

VALUE	FREQUENCY	VALID PERCENT
Very Important	156	48.8
Important	89	27.8
Unaffected	23	7.2
Less Important	40	12.4
Not at all important	12	3.8
TOTAL	320	100

From table 71, it is observed that 48.8 percent of the respondents felt that helpfulness is a very important attribute for a correctional officer at present, another 27.8 respondents rated it to be important. With the remaining 7.2 percent avoiding to commit themselves.

The other respondents 12.4 percent rated it less important, while the last 3.8 percent rated it not at all important.

TABLE 72

To show the respondents' ratings of law abidingness.

VALUE	FREQUENCY	VALID PERCENT
Very Important	166	51.7
Important	72	22.4
Unaffected	37	11.5
Less Important	32	10.0
Not at all important	14	4.4
TOTAL	321	100

An overwhelming majority of respondents 51.7 percent rated law abidingness to be very important attribute for a Correctional Officer at present, followed by 22.4 percent who rated it to be important. Few respondents 11.5 did not want to commit themselves, while the other 10 percent rated it to be less important, and another 4.4 percent rated it to be not important at all.

TABLE 73

To show the respondents' rating of openness.

VALUE	FREQUENCY	VALID PERCENT
Very Important	130	41.4
Important	107	34.1
Unaffected	35	11.1
Less Important	26	8.3
Not at all important	16	5.1
TOTAL	314	100

Table 73 shows that 41.4 percent of the respondents felt that openness is a very important attribute for a correctional official at present, with the other 34.1 percent rating it to be important. A small portion of respondents 11.1 percent did not commit themselves they chose to be uncertain. The other portion of 8.3 percent felt that openness is less important, with another few respondents 4.4 percent rating it to be not at all important.

TABLE 74

To show the respondents' rating of transparency.

VALUE	FREQUENCY	VALID PERCENT
Very Important	136	42.4
Important	97	30.2
Unaffected	44	13.7
Less Important	30	9.3
Not at all important	14	4.4
TOTAL	321	100

This table shows that 42.4 percent of the respondents rated transparency to be very important attribute for a correctional officer at present, with another 30.2 percent rating it to be important. A small portion of respondents 13.7 percent felt to be uncertain. The other respondents 9.3 percent rated it to be less important, with another 4.4 percent rated it not at all important.

TABLE 75

To show the respondents' rating of informative.

VALUE	FREQUENCY	VALID PERCENT
Very Important	144	45.0
Important	88	27.5
Unaffected	45	14.1
Less Important	30	9.1
Not at all important	14	4.4
TOTAL	320	100

From table 75, it is observed that 45 percent of the respondents felt that informative is a very important attribute for a correctional officer at present, another 27.5 respondents rated it to be important. With the remaining 14.1 percent avoiding to commit themselves. The other respondents 9.1 percent rated it less important, while the last 4.4 percent rated it not at all important.

TABLE 76

To show the respondents' rating of firmness.

VALUE	FREQUENCY	VALID PERCENT
Very Important	134	45.0
Important	97	27.5
Unaffected	37	14.1
Less Important	32	9.1
Not at all important	16	4.1
TOTAL	316	100

A positive response emanated from the response group as 45.0 percent felt that firmness is a very important personal attribute for a correctional official at present followed by 27.5 percent who felt is important. Another 14.1 percent did not want to commit themselves chose to be unaffected, while very few respondents 9.1 percent indicated that firmness is less important, followed by the fewest respondents 4.1 percent that indicated is not at all important.

It is clear that from the questionnaire, (Annexure A : Section D) it seems there are seventeen attributes that require special attention in order to change the mind set of Correctional Officials from punishment to rehabilitation. It also makes sense to conclude that for the Department of Correctional Services to be seen to be functioning effectively and efficiently training, retraining and development of Correctional Officials must aim to acquire these skills.

The ratings of the attributes as reflected on the questionnaire are rated in the highest of the five-point scale and can therefore be regarded as extremely important for the overall functioning of the Department of Correctional Services. It makes sense to mention that respondents rated physical fitness lower than other attributes, the message could be that it should be the last attribute on the priority list or that there are problems associated with physical fitness as an attribute that need departmental investigation.

As emphasised in chapter 3 of this report; that South African companies will experience competition on international markets, prisons are not left outside, privatisation of prisons will also come as a threat to the then arrangements of Correctional Services. Competition will be based on the quality of service, structure and function.

The Department of Correctional Services needs to seek ways and means to train Correctional Officials in these attributes, these training could be done in partnership with the community, the business, the church, all the role-players including prisoners movements, employee organisations, universities and all the departments. It is true that the inclusion of all

sectors of the society will help with training on scarce skills; changing the mindset of the Correctional Officials from punishment to rehabilitation, demonstrate the importance of the society as partners in Correctional Services' matters.

5.3 PERCEPTION OF ATTRIBUTES THAT DESCRIBED THE
DEPARTMENT OF CORRECTIONAL SERVICES AFFIRMATIVE ACTION
STRATEGY

TABLE 77

To show respondents' ratings on the placement of experienced personnel.

VALUE	FREQUENCY	VALID PERCENT
Always	56	16.8
Often	80	24.0
Uncertain	32	9.6
Sometimes	115	34.5
Never	50	15.0
TOTAL	333	100

A negative response observed from the respondents as an overwhelming 34.5 percent rating the placement of experienced personnel as less important, followed by another 15.0 percent rating it to be not at all important. Another 9.6 percent did not want to commit themselves chose to be unaffected, while few 16.8 percent rated it to be very important, followed by 24.0 percent of the respondents who rated it to be important. These results indicate the fear that some respondents had when responding to this question, they feared that they may be traced and dealt with harshly.

TABLE 78

To show respondents' ratings on consideration of qualifications for appointments.

VALUE	FREQUENCY	VALID PERCENT
Always	45	13.8
Often	58	17.8
Uncertain	57	17.5
Sometimes	97	29.8
Never	69	21.1
TOTAL	326	100

An overwhelming negative response of 29.8 percent of the respondents ratings indicate that consideration of qualification for appointments are less important, followed by 21.1 percent ratings showing it to be not at all important. The other 17.5 percent of the respondents did not want to commit themselves decided to be unaffected, while the other 17.8 indicated that it is important, while only 13.8 percent indicated that it is very important. The respondents, according to this statistical data, the DCS disregard qualifications during appointments.

TABLE 79

To show the respondents' ratings on the appointment of trade union leadership on high positions.

VALUE	FREQUENCY	VALID PERCENT
Always	114	34.7
Often	86	26.1
Uncertain	64	19.5
Sometimes	50	15.2
Never	15	4.5
TOTAL	329	100

The majority of the respondents 34.7 percent rated the appointment of trade union leadership on high position to be very important, followed by another 26.1 percent respondents rating it to be important while 19.5 percent of the respondents did not commit themselves by choosing to be unaffected. The other 15.2 percent of the respondents rated it to be less important with another 4.5 percent rating it not at all important. The data demonstrates the mistakes that the Department of Correctional Services is doing by appointing the employee organisations to leadership positions.

TABLE 80

To show the respondents' ratings on the pressure that unions put on management to be effective in the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Always	97	29.7
Often	101	30.9
Uncertain	45	13.8
Sometimes	61	18.6
Never	23	7.0
TOTAL	327	100

A negative response emanating from the response group, as 29.7 percent felt that pressure by unions is very important attribute for a correctional officer at present, with another 30.9 percent rating it to be important. Only few respondents 18.6 did not want to commit themselves. Another 18.6 percent felt that it is less important, with another 7.0 percent who felt not at all important. It is observed that all attributes were rated above forty percent on this five-point scale, but pressure by unions is amongst the attribute rated below forty percent.

TABLE 81

The show respondents' ratings on the appointment of experienced personnel to high positions.

VALUE	FREQUENCY	VALID PERCENT
Always	90	27.5
Often	114	34.9
Uncertain	33	10.1
Sometimes	55	16.8
Never	35	10.7
TOTAL	327	100

Table 81 shows that 27.5 percent of the respondents rated the appointment of experienced personnel to high positions to be very important, followed by 34.9 percent of the respondents who rated it to be important. Another 10.1 percent respondents did not want to commit themselves chose to be unaffected, while the other 16.8 percent respondents rated it less important, and 10.7 percent of the respondents rating it to be not at all important.

It makes sense to mention that the organisational application of Affirmative Action strategies is rated negatively, this is an indication that there are problems in the Department of Correctional Services. The co-managing of the organisation by both the Department of Correctional Services and employee organisations creates serious implications for the Department of Correctional Services. Respondents are observed to score the Department of Correctional Services negatively, this may be regarded as a warning that it is time that the Department of Correctional Services is divorced from unions by giving unions their responsibility to manage their own union business and the Department of Correctional Services to be left with its rehabilitation and aspects of the prison system.

From the ratings of the respondents, it is of extreme importance to indicate that the Department of Correctional Services is perceived to manage activities the opposite way; the organisation's role must be to provide opportunities, information and encouragement; understand that the organisation is accountable to staff, the inmates and the public.

Another contradiction worth mentioning is that the respondents scored competencies higher than qualification, experience and achievements. In scientific language that means that the Department of Correctional Services was in line with the White Paper on Transformation of the public service, (1995:22), while to the Correctional Officials these results meant that the Department of Correctional Services was performing poorly.

TABLE 82

To show the respondents' rating on the efficiency of the Affirmative Action policy in addressing members' fears.

VALUE	FREQUENCY	VALID PERCENT
Extremely Efficient	22	6.7
Efficient	71	21.4
Uncertain	125	37.9
Inefficient	94	28.5
Extremely Inefficient	18	5.5
TOTAL	300	100

This table indicates that the Department of Correctional Services is seen not addressing members by 28.5 percent of the respondents, and additional 5.5 percent emphasised that it is extremely inefficient. Information gathered from the respondents is used here to be able to identify areas which were given the most cause of concern, it is clear that the majority of respondents indicated that the fears are not addressed efficiently. Although this may appear to be a perception, it is true that if you are unsure about the future, and there is no one who can answer your concerns, makes life and further working difficult if not impossible. It is true that affirmative action programmes saw development simply as equipment. Black people with certain skills without winning the support of

their white employees and black people without skills who are not to be affected by the implementation.

It makes sense to emphasize that fears should not be seen from white employees alone, blacks, and women also manifest certain forms of fears originating from expectations which lead to fear and lack of the necessary competencies. The other cause of concern is that the majority of the respondents confirmed the presence of dissatisfaction in the organisation, transitional programmes include affirmative action, rationalisation representativity and integration to mention some of the sub-programme.

TABLE 83

To show respondents' rating on the change associated with dissatisfaction of people from inside organisation.

VALUE	FREQUENCY	VALID PERCENT
Strongly Associate	59	17.5
Associate	97	28.8
Uncertain	94	27.9
Disassociate	54	16.0
Definitely Disassociate	33	9.8
TOTAL	337	100

Table 83 shows that 17.5 percent of the respondents are strongly associated with the statement that for the organisation to change, there must be people inside who are strongly dissatisfied with the existing order and another 28.8 percent of the respondents indicated that they associate, another 27.9 percent chose to be uncertain with it as compared to 16.0 percent of the respondents who indicated that they disassociate and further 9.8 percent of the respondents who indicated that they definitely disassociate with it. This is another area where the respondents were fearing to be open because they feared to be followed by the authorities.

TABLE 84

To show the respondents' rating on how the Department of Correctional Services compare with other State Departments in the application of Affirmative Action policies in general.

VALUE	FREQUENCY	VALID PERCENT
Much Better	54	15.9
Better	96	28.3
Uncertain	110	32.4
Worse	61	18.0
Much Worse	18	5.3
TOTAL	339	100

The majority of respondents, 28.3 percent indicated that the Department of Correctional Services compares better with other departments in the application of Affirmative Action; another 15.9 percent of the respondents indicated that it is much better than other departments in the application of Affirmative Action policies. The other great number of respondents, 32.4 percent feared to commit themselves by choosing to be uncertain; while the other 18.0 percent of respondents rated this variable to be worse, with another 5.3 percent rating it to be much worse. The data as shown here denotes that there are problems with the Correctional Services's affirmative action policies.

TABLE 85

To show the respondents' ratings on the members' knowledge of fair labour practice.

VALUE	FREQUENCY	VALID PERCENT
Good	34	10.1
Satisfactory	73	21.7
Average	139	41.2
Unsatisfactory	56	16.6
Poor	35	10.4
TOTAL	337	100

Over 41.2 percent of the respondents indicated that the knowledge of members on what constitute fair labour practice is on average, 10.1 percent rated it to be good, and 21.7 percent rated it to be satisfactory, while 10.4 percent of the respondents indicated that it is poor, and an additional 16.6 percent of the respondents indicated that it is poor. This statistical data denotes that in their training and development strategies, labour relations must be emphasized especially on the lower post levels.

TABLE 86

To show respondents' ratings on the attitude of the public to influence implementation of Affirmative Action in the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Definitely	57	17.0
Often	69	20.6
Uncertain	79	23.6
Sometimes	69	20.6
Not at all	61	18.2
TOTAL	335	100

This table shows that 18.2 percent of the respondents indicated that the public does not influence implementation of Affirmative Action at all, with another 20.6 percent of the respondents indicating that sometimes, and another 23.6 percent indicating they are uncertain. The other 20.6 percent indicating sometimes, with the other 18.6 percent rating it not at all. It is clear that some officials are not aware of who their client is. The department needs to clarify this issue to its personnel.

TABLE 87

To show the respondents' ratings on the fact that for an organisation to implement Affirmative Action successfully, leadership of employee organisations must be appointed to manage.

VALUE	FREQUENCY	VALID PERCENT
Strongly Agree	57	15.6
Agree	69	20.7
Uncertain	69	19.1
Disagree	82	24.6
Strongly Disagree	67	20.0
TOTAL	334	100

The majority of respondents over 24.6 percent disagree that the leadership of employee organisations must be appointed to management positions, with additional 20 percent of the respondents strongly disagreeing. While 19.1 percent chose to be uncertain, with only 15.6 percent strongly agreeing, followed by 20.7 percent agreeing that for an organisation to implement affirmative action successfully, leadership of employee organisation must be appointed to management positions. It is clear that the employees are not in favour of their employee organisation leadership serving in management positions in the Organisation. This denotes that a proper survey was not done prior to the implementation.

TABLE 88

To show the respondents ratings on the statement that for the Organisation to implement Affirmative Action policies successfully, leadership of employee organisation must be appointed to management positions.

VALUE	FREQUENCY	VALID PERCENT
Strongly Agree	52	15.6
Agree	69	20.7
Uncertain	64	19.2
Disagree	82	24.6
Strongly Disagree	67	20.0
TOTAL	334	100

The majority of respondents 24.6 disagree to the statement that leadership of employee organisations must be appointed to leadership position in the Department of Correctional Services, with another 20.0 percent whose strongly disagree. Another 19.2 percent of respondents choose to be uncertain, while only 20.7 percent agree and the other 15.6 percent strongly agree. It is clear from the above that the respondents are not in favour of the employee organisation leadership being appointed as leadership of the Department of Correctional Services.

TABLE 89

To show the respondents' ratings on the view of the consistency of job requirements in the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Highly Consistent	61	18.2
Consistent	122	36.4
Uncertain	72	21.5
Inconsistent	52	15.5
Highly Inconsistent	28	8.4
TOTAL	335	100

The majority (36,4 percent) of the respondents show that the Department of Correctional Services is consistent with job requirements, with an additional 18.2 percent of the respondents indicating that the Department of Correctional Services is highly consistent with job requirements. The other respondents, 21.5 percent chose to be uncertain, while the other respondents, 15.5 percent rated it to be inconsistent, another 8.4 rated it to be highly inconsistent. A conclusion could be made that job requirements are inconsistent.

5.4 PERCEPTION ON THE CLIMATE IN THE WORKING ENVIRONMENT

Findings on grievances and complaints of the Department of Correctional Services members.

TABLE 90

To show the respondents' ratings on the view that appointment to management positions are on favouritism.

VALUE	FREQUENCY	VALID PERCENT
Definitely Justified	91	27.7
Justified	95	29.0
Uncertain	61	18.6
Unjustified	42	12.8
Definitely Unjustified	39	11.9
TOTAL	328	100

Table 90 shows that an overwhelming majority 27.7 percent of the respondents, with additional 29.0 percent of the respondents show that appointments to management positions are on favouritism, while only 18.6 percent of the respondents chose to be uncertain. The other 12.8 percent rated it to be unjustified, while another 11.9 percent rated it to be definitely unjustified. It can be concluded that appointments to management positions are on favouritism.

TABLE 91

To show the respondents' ratings on the view of the inconsistent application of Affirmative Action criteria.

VALUE	FREQUENCY	VALID PERCENT
Definitely Justified	74	22.9
Justified	88	27.2
Uncertain	105	32.5
Unjustified	30	9.3
Definitely Unjustified	26	8.0
TOTAL	323	100

According to table 91, 22.9 percent of the respondents show that there is inconsistency in the application of Affirmative Action policies, another 27.2 percent justified that there is inconsistency as compared with 32.5 percent which chose to stay uncertain, and 9.3 percent which say it cannot be justified and a further 8.9 percent which say it definitely unjustified. A deduction could be made, that the application of affirmative action criteria in the Department of Correctional Services is inconsistent.

TABLE 92

To show the respondents' ratings on the view on the perception that Affirmative Action appointments are made to marginalise employee organisations.

VALUE	FREQUENCY	VALID PERCENT
Definitely Justified	79	24.5
Justified	95	29.4
Uncertain	85	26.3
Unjustified	32	9.9
Definitely Unjustified	32	9.9
TOTAL	323	100

Table 92 shows that over 29.4 percent agree that appointments are made to marginalise employee organisations, 24.5 percent further justified that employee organisations are marginalised as compared to 26 percent which did commit themselves, and another 9.9 percent rating it unjustified and the other 9.3 percent rating it definitely unjustified. The employees of the department demonstrated through this data that appointments are made, to marginalise employee organisations.

TABLE 93

To show the respondents' ratings of an attitude of total secrecy amongst senior members, which results in lack of downward communication.

VALUE	FREQUENCY	VALID PERCENT
Definitely Justified	84	26.2
Justified	99	30.8
Uncertain	69	21.5
Unjustified	43	13.4
Definitely Unjustified	26	8.1
TOTAL	321	100

Over 30.8 percent of the respondents justified that there is an attitude of secrecy amongst senior members, which resulted in lack of downward communication, another 26.2 percent agree that it could be definitely justified. Another 13.4 percent said it is unjustified, while the other 8.1 percent show that it is definitely unjustified.

SUMMARY OF TABLE 87 - 92

During the time when this study was conducted, the climate in the working environment was found to be lacking top management commitment and the negative attitude of workers. In evaluating the climate in the working environment, questions 87-92 of the questionnaire were grouped together to give informed findings.

In their recent research, Human and Hofmeyer (1987:16) found that respondents accepted the principles of equal opportunity, fairness and non-discrimination, they appear to express racially stereotyped attitudes, such as a belief that human abilities are racially determined.

With this background, findings in this study show that the organisation was seen to be managed by employee organisations, causing workers' attitudes to be negative towards Affirmative Action, findings also reveal that the Department of Correctional Services was unable to contain internal pressure of people who indicated that they were dissatisfied. Findings further tell that there is a need to train personnel on issues of labour relations.

It has been argued that transforming an organisation such as the Department of Correctional Services, Correctional Officials are subjected to fears and expectations. Questions on the questionnaire were used to determine whether fears were sufficiently addressed; the result indicated that members' fears were not adequately addressed and most members were not assured of their future.

In societies where people did not have equal opportunities and access to resources as was during apartheid in South Africa, it is commonly believed that for an organisation to change, there must be people inside who are strongly dissatisfied with the existing order. Correctional Services' Officials measured high to demonstrate that they strongly associate with internal pressure as a cause for change.

Observations on the performance of the Department of Correctional Services as compared to other state departments in, as far as the application of Affirmative Action policies in general. Results recorded from this measure indicated that Correctional Services was more advanced than other State Departments.

The knowledge of members with regard to what constitutes fair labour practice was addressed on a five-point scale : It has been discovered that members were not aware of basic issues, which constitute fair labour practice.

5.5GRIEVANCES AND RELATED MATTERS

TABLE 94

To show the respondents' ratings on the perception that management regards questions on Affirmative Action policy as a threat.

VALUE	FREQUENCY	VALID PERCENT
Definitely Justified	82	25.4
Justified	84	26.0
Uncertain	96	29.7
Unjustified	40	12.4
Definitely Unjustified	21	6.5
TOTAL	323	100

The majority of respondents (26 percent) indicated that it could be justified that management is perceived to regard questions on Affirmative Action policy as a threat, with another 25.4 percent emphasising that it could definitely be justified as compared to 12.4 percent of the respondents who indicated that it is unjustified and a further 6.5 percent of the respondents who indicated that it is definitely unjustified. It can be concluded that management regarded questions of affirmative action as threats because there are too much deviations from policies, thus feel threatened when asked to explain some issues.

Following this line of findings, the staff perceive the working environment to be characterised by a high level of professional insecurity, feelings of inadequacy, powerlessness and the perception that one is in danger.

The management is seen to connive with trade union leadership, leaving the personnel in a vacuum with a feeling of being unable to control the probable threatening situations. Respondents indicated that they could see that agreed Affirmative Action objectives and principles were defaulted, but find themselves unable to question these issues, they felt questioning these issues may lead them to be exposed as worthless, useless, redundant and transferred to institutions far from Gauteng Province. Perception of danger triggers a protective reaction, which may be one of fight or flight, where flight may be either physical or psychological (Freud, 1926). In addition to the above, Poole, et al (1987) are not of the opinion that fear and insecurity may cause Correctional Officials to retreat toward ritualism and toward keeping a low profile.

Perceiving management as part of trade union leadership and perceiving trade union leadership as management made the working environment difficult for workers to cope.

TABLE 95

To show the respondents' ratings on the view that the problem in the Department of Correctional Services is not Affirmative Action, but lack of trust between white and black members.

VALUE	FREQUENCY	VALID PERCENT
Definitely Agree	108	32.5
Agree	96	28.9
Uncertain	43	13.0
Disagree	58	17.5
Definitely Disagree	27	8.1
TOTAL	332	100

This table shows that 32.5 percent of the respondents definitely agree to the statement that the problem in the Department of Correctional Services is not Affirmative Action, but a lack of trust between white and black members, with additional 28.9 percent of the respondents agreeing to the statement; as compared to 17.5 percent who disagree and another 8.1 percent who definitely disagree. A conclusion could be made that the Department of Correctional Services need to develop measures to improve trust amongst its personnel corps.

TABLE 96

To show the respondents' ratings on the belief that discipline has deteriorated because of demilitarisation.

VALUE	FREQUENCY	VALID PERCENT
Definitely Agree	177	53.0
Agree	72	21.6
Uncertain	27	8.1
Disagree	44	13.2
Definitely Disagree	14	4.1
TOTAL	334	100

An overwhelming majority of respondents (53 percent) indicate that they definitely agree to the belief that because of demilitarisation, discipline has deteriorated, with an additional 21.6 percent who agree to this statement; another 13.2 percent of the respondents disagree with further 4.1 percent of the respondents who definitely disagree. It is true that demilitarisation impacted negatively, the management should find another method which could take the place of military ranks to normalize the discipline.

TABLE 97

To show the respondents' ratings on remilitarization of the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Definitely Agree	116	34.7
Agree	72	21.6
Uncertain	39	11.7
Disagree	69	20.7
Definitely Disagree	38	11.3
TOTAL	334	100

Table 97 shows that 34.7 Percent of the respondents indicated that they definitely agree that remilitarization can bring the discipline back, with an additional 21.6 percent of the respondents who indicated that they agree to remilitarization, as opposed to 20.7 percent of the respondents indicating that they disagree, another 11.3 percent indicated that they definitely disagree to remilitarization. A conclusion could be made that remilitarization may be the answer to correctional services's problems.

TABLE 98

To show the respondents' ratings on the lack of respect between members and prisoners because of demilitarisation.

VALUE	FREQUENCY	VALID PERCENT
Definitely Agree	130	39.4
Agree	83	25.2
Uncertain	29	8.8
Disagree	59	17.9
Definitely Disagree	29	8.7
TOTAL	330	100

Nearly 40 percent (39.4 percent) of the respondent indicated that they definitely agree that there is currently no respect between members and offenders as a result of the demilitarisation of the Department of Correctional Services, another 25.2 percent indicated that they agree that demilitarisation is the cause of the problem as opposed to 17.9 percent indicated that they disagree and another 8.7 percent indicating that they definitely disagree.

TABLE 99

To show the respondents' ratings on the view that the existence of trade unions, one purely black and one purely white contributes to poor working relations between black and white members.

VALUE	FREQUENCY	VALID PERCENT
Definitely Agree	93	27.9
Agree	110	33.0
Uncertain	60	18.0
Disagree	49	14.7
Definitely Disagree	21	6.4
TOTAL	333	100

Table 99 shows that 33 Percent of the respondents agree that the existence of trade unions, one purely black and one purely white, contributes to poor working relations between black and white members, while another 27.9 percent in support definitely agree to this statement. It is both statistically and logically correct that the existence on trade unions, one purely black and one purely white, contributed to poor working conditions especially where senior managers are also members to these trade unions.

TABLE 100

To show the respondents' ratings on the belief that for Affirmative Action appointments to be acceptable, people's (indigenous) leaders in society should be appointed to management positions.

VALUE	FREQUENCY	VALID PERCENT
Definitely Agree	38	11.8
Agree	61	18.2
Uncertain	82	24.5
Disagree	90	26.9
Definitely Disagree	64	19.1
TOTAL	335	100

The majority of respondents (26.9 percent) disagree to the viewpoint to all personnel, people's (indigenous) leaders in society should be appointed to high profile management positions in the Department of Correctional Services; with an additional 19.1 percent strongly disagreeing; as opposed to 11.3 percent strongly agreeing and 18.2 percent agree. A deduction could be made that indigenous leaders in society could not be accepted in management positions.

TABLE 101

To show the respondents' ratings on the view that employee holding tribal/ethnic leadership positions should be appointed to management positions in the Department of Correctional Services.

VALUE	FREQUENCY	VALID PERCENT
Agree	61	18.3
Uncertain	93	27.8
Disagree	180	52.9
TOTAL	334	100

An overwhelming 52.9 percent of the respondents disagree that tribal/ethnic leadership position should serve as criteria for promotion during Affirmative Action period, as opposed to 18.3 percent who agree to this statement; while 27.8 percent of the respondents have chose to be uncertain. Statistically tribal/ethnic leadership positions are rejected to serve as criteria for promotion during affirmative action.

TABLE 102

To show the respondents' ratings on the opinion that communication in the Department of Correctional Services is negatively influenced where a person of inferior standing in society is appointed to leadership positions.

VALUE	FREQUENCY	VALID PERCENT
True	129	39.1
Uncertain	124	37.6
False	77	23.3
TOTAL	330	100

This table shows that 39.1 percent of the respondents agree that communication is negatively influenced because a person of inferior standing in society is appointed to senior position, and another 37.6 percent chose to remain uncertain, whilst another 23.3 percent indicated that it is false. This data supports the view that communication in the Department of Correctional Services is influenced where a person of inferior standing in society is appointed to leadership positions.

TABLE 103

To show the respondents' ratings on the view that although Affirmative Action appointees are generally labelled as incompetent, they are able to revoke the label by demonstrating normal competence.

VALUE	FREQUENCY	VALID PERCENT
Agree	119	36.2
Uncertain	138	41.9
Disagree	72	21.9
TOTAL	329	100

Table 103 shows that 36.2 Percent of the respondents agree to the view that although Affirmative Action appointees are generally labelled as incompetent, they are able to revoke the label by demonstrating normal competence; another 41.9 percent choose to remain uncertain, with the other 21.9 percent indicating that they disagree to the statement. In this variable a corrective measure is supported by improving competencies.

TABLE 104

To show the respondents' ratings on the suggestion that whites do not oppose Affirmative Action but fear that it would be a drawback to their self-image if they belonged to work group that includes a black person.

VALUE	FREQUENCY	VALID PERCENT
Agree	127	38.2
Uncertain	65	19.5
Disagree	141	42.3
TOTAL	333	100

Over 38.2 percent of the respondents indicate that they agree to the statement that whites do not oppose Affirmative Action, but fear that it would be a drawback to their self-image if they belong to a work group that includes a black person, in opposition to this statement 42.3 percent of the respondents indicated that they disagree to this statement. It is important to note that according to this data whites oppose affirmative action.

5.6 CONCLUSION

Lack of trust, discipline amongst Correctional Services Officials themselves and amongst Correctional Services Officials are according to respondents the main problem areas that need to be dealt with; as it is argued that these conditions were brought by demilitarisation and could

only be corrected by remilitarization. It makes sense to argue along this line if military structures were making officials to respect those who were wearing them and those who were wearing them were able to use the authority given to them to call people to order and respect them irrespective of the rank and file.

It is interesting to observe that the existence of two unions one purely white and one purely black is perceived to be a problem which created poor working relations. It makes a practical sense that the attitude and perceptions of both blacks and whites are negative; these employee organisation's are seen to be working on opposing poles. Their roles, membership which includes the managers needs to be revised and communicated to the grass roots who understand them differently.

In this study, an observation was made about the normalisation process whereby after seeing that some of the appointments were not accepted, the view that whether employees holding tribal/ethnic leadership should also be appointed to the management positions in the Department of Correctional Services was tested; an amazing rejection was obtained, they agree to appointments that are experienced, knowledgeable and educated.

CHAPTER 6

A VISIONARY PERSPECTIVE : FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

6.1 INTRODUCTION

This study examined perceptions and attitudes of members of the South African, Correctional Services towards the application of Affirmative Action policies. Although many study have been done on Affirmative Action. Worldwide, none have been done on perceptions and attitudes of members of the South African Correctional Services. The relevance of this topic to society is to create an awareness of the existence of perceptions and attitudes in members of Correctional Services towards the application of Affirmative Action policies. This awareness denotes that something can be done about the instability situation in the South African Correctional Services.

Members of Correctional Services in South Africa as role players in the Criminal Justice System who are expected to ensure that punishment and punishment objectives are applied, their perceptions and attitudes towards changes were not researched in the past. The society in the world need to understand that members of Correctional Services as employees charged with the responsibility to implement penology are affected by social change like any other employee of any other public sector in the World.

It is generally correct to suggest that in the field of Penology, this study focuses on the determination of the existence of the perceptions and attitudes of members of Correctional Services towards the implementation of Affirmative Action policies in order to redress the imbalances created by the previous government arrangements. Given the above premise, the research that was done in the Gauteng Province's Correctional Services, could serve as a standard for future research on members of Correctional Services perceptions and attitudes.

What is an issue in this matter is nothing less than to state that the main objective of this research is to describe the phenomenon of perceptions and attitudes of members of the Department of Correctional Services towards Affirmative Action policies in South Africa.

This study required a representative sample. The research procedure as stipulated for a descriptive study were followed. After the literature study was done, a questionnaire was drawn up, containing structured and unstructured questions. The response to these questions may lead to the implementation of new ideas and new techniques. It is believed that this study will also stimulate further research on the behaviour of members of Correctional Services in the World.

A questionnaire was distributed to a sample group of 400 members of Correctional Services. The data from the 345 completed questionnaires were tabulated and analysed for this research.

This chapter concludes with the research findings and recommendations. It is uniquely important to state that there are four major components,

that is (1) the way members of correctional services perceive as the role of Affirmative Action in the Department of Correctional Services, (2) how they perceive the fulfilment of Affirmative Action objectives, (3) perception on the character and function of the member of Correctional Services after the implementation of Affirmative Action, and, (4) the way they regard as the attitude of the members of Correctional Services towards the implementation of Affirmative Action.

The results, are presented in components as show in the above paragraph. Findings will be made in components accompanied by recommendations excluding, the percentages and frequencies of the empirical evidence, as this data was already provided in tables format from table 1 upto table 104.

6.1.1 BIOGRAPHICAL DATA ANALYSIS

Although confidentiality was, as far as possible, ensured, it was necessary to collect some basic data : For example post level/rank, age, educational qualification, years of service, population group, gender, were you previously a member of the former TBVC or independent prison services, where did you grow up, service experience, and where did you serve the greater part of your career in the Department of Correctional Services. Questions regarding the population group is been included in the questionnaire for both statistical and historical realities of South Africa only. This inclusion was made known to the respondents. The results as discussed in chapters demonstrate that representativity in terms of the above variable was met.

6.1.2 THE WAY MEMBERS OF CORRECTIONAL SERVICES PERCEIVE AS THE ROLE OF AFFIRMATIVE ACTION POLICIES IN THE DEPARTMENT OF CORRECTIONAL SERVICES

Statistical significant results were obtained on the measurement of whether perceptions and attitudes amongst the members of the South African Correctional Services towards the application of Affirmative Action policies exist.

Analysis of variables included the tests on how correctional services is perceived to be implementing these policies, what are objectives of Affirmative Action, at what rate are the expectations, knowledge of the administrative law. The results on these variables indicated that the Correctional Services Department is perceived to be applying these policies incorrectly. The results reported by Imibono data research (1998). This study demonstrates that ineffective Human Resource Management methods were applied to recruit, appoint and promote employees, suggested that the reversal of these faulty application of policies may be an integral step in changing negative perceptions and attitudes.

Of note is that, correctional services officials, experiencing the dissatisfaction on the application of Affirmative Action do not challenge the management of the Department of Correctional Services about these faulty application. This study was seen by respondents to be a tool to question issue : For example on one of the questionnaires the respondent remarked as follows:

"Union and management are friends, unions are part of management secret agreements are entered into at the expense of employees and employees loose hope on both management and leadership of employee organisations.

Managers are negatively employing people on favouritism, especially union leadership to marginalise employee organisation and to side with management".

A number of weaknesses in this study are acknowledged. It has been the researcher's wish to have a control group to compare the results with that of both the control group and the test group. It is safe to assume that the same results would be obtained if the study could be undertaken again.

Another weakness of this study is that both the previously disadvantaged and the previously advantaged were asked to respond to a similar questionnaire which stirs emotions, beliefs and tensions. It has been the wish of the researcher to separate the respondents according to populations groupings and observe them separately. As South African Constitution forbids these discrimination, it was judged to be to the good of this study to treat them as members of one department.

6.1.3 HOW THE RESPONDENTS PERCEIVE AS THE FULFILMENT OF AFFIRMATIVE ACTION OBJECTIVES

There are a number of areas to explore in future research. The comments given by the correctional officers at the end of the survey demonstrated that instead of affirmative action, fulfilling positive objectives, in South African Correctional Services it was characterised by negative results. Although the management is purely representative and reflects the composition of the population, training and development is needed to make the Affirmative Action appointees effective and efficient. Future research need to assess the implications of the role of employee organisations in Correctional Service in the world.

Another problem that needs to be addressed is the leadership development and appointment. The data in this research show that qualified and experienced employees have left the Department of Correctional Services through severance packages, this making striving towards international penology impossible if not difficult.

This research established that Correctional Officers are a totally distinct occupational group, one that do not share many of the concerns of workers in other occupations. It has therefore been difficult to customize Affirmative Action literature used in other occupations in understanding the complexities of correctional officers.

Another finding worth further investigation is that perceptions and attitudes, there is believe amongst correctional services personnel that

Affirmative Action is bad, this negative perceptions accompanied by negative attitudes needs management interventions. Management needs to communicate with personnel about these issues especially where it is believed and thought that the department is managed by employee organisations. Although it is healthy to find management and employee organisations working together, it should not be perceived that employee organisations are managing the department.

There are several challenges that were discovered in this research changing the attitude and the mindset of Correctional officials from punishment to humane treatment of offenders is another challenge that need to be managed with caution officials perceive the function of Affirmative Action as coming with loose of power. They think and believe prisoners have more rights and powers than officials.

Another important finding established by this research, is the importance the officials attributes to their work, they believe in discussing issues of a collective concerns through the employee organisation and that strikes must be avoided in all respect.

The impact brought by Affirmative Action has been the dropping of standards and forming of the new standards whereby the Constitution, Bill of Rights, Reconstruction and Development Programme in the Government departments formed the foundation. It is unfortunate that from the Correctional Services officials understanding, it has brought dissatisfaction and discomfort.

It is true that correctional officials perceive little positive results from Affirmative Action, they had high expectations, and great fears that according to this research were not addressed appropriately by the management. Management of these expectations and fears will remain a challenge the Department of Correctional Services to inform the correctional officials that the grounds are levelled, people compete equally.

6.1.4 THE PERCEPTION OF CHARACTER AND FUNCTION OF THE MEMBER OF CORRECTIONAL SERVICES AFTER THE IMPLEMENTATION OF AFFIRMATIVE ACTION

This study revealed that there are several issues pertaining to the shift in the manner at which Correctional Services were performing their duties. These attributes are measured in tables 59 - 76.

The results observed from this research, emphasizes the professionalisation of the correctional official; this will result in the emotional development of the correctional official.

The desire to achieve client satisfaction and quality service is perceived as the important character of the correctional officials of the future.

It is uniquely important to mention that during the period when this study was conducted criminals were committing more sophisticated crimes that are also committed in developed countries, for example, heist meaning robbing of banks et cetera. This research have found it highly valuable that correctional officials need to be trained to deal with this sophisticated offenders. Given this premise, it is crucial to mention that

correctional officials will be expected to act positively in a positive environment, and to act accordingly in a negative environment.

The impact stressed is that of training in acquiring a caring relationship which will enable correctional officials to read and summarise the situation in order to prevent dissatisfaction and unnecessary embarrassment of the Correctional Services Department.

6.1.5 THE WAY THEY REGARD AS THE ATTITUDE OF THE MEMBERS OF CORRECTIONAL SERVICES TOWARDS THE IMPLEMENTATION OF AFFIRMATIVE ACTION

This research establish that respondents perceived the attitude of members as negative with low morale and lack of job satisfaction. This may be attributed to lack of communication with regard to the progress on affirmative action, members are still expecting to hear from management what the status are. Although they are not satisfied with some developments, they are awaiting the management to inform them as to whether affirmative action is still going on or not. This is also associated with the feeling that they are still owed compensation as role players, whilst on the other hand there are members who are unsure of the future who also needs an explanation.

It could therefore be learned from the above that the management should play its cards open in order to reduce the tension the members are going through. The impact of this state of affairs is fueled by a lot of members who are on stress leave and those who are leaving on medical unfit.

6.2 RECOMMENDATIONS

This study focuses on the correctional official in the South African Correctional Services Department; although the emphasis was on the application of Affirmative Action policies; the following areas were noted to be areas of serious concern:-

- Perception that the management is co-managing the department with the employee organisation is like a thorn in the flesh. The management of this perception needs to commence as a matter of urgency by demonstrating that employee organisations are managing their own employee organisations and not the Correctional Services Department. This should be done to discourage senior managers from joining employee organisation.
- The affiliation of senior managers to a trade-union in all state department and the levy-charged as close shop agreement on senior managers needs to be challenged from the Central Bargaining Chamber.
- Correctional officials including senior managers appeared to be insecure and feared that they may be charged or fired hence the joining of Trade Unions as forms of security.
- In a large measure, correctional officials were observed characterised by lack of trust of each other, unsure of their future and lacking the pride which is emphasized by the vision of the department. A communication

ensuring every employee that his/her job is permanent and guaranteed is needed.

- Training and development in skills which supports democracy, accountability and client satisfaction as support by the findings is a necessity not only to be effective and efficient, but to support the new dispensation.
- Human Resource/Corporate Services is the central area mostly affected by problems, management needs to draw the plans to address recruitment, appointments, training and development. Outsourcing some of the functions may be the correct route the department must take.
- The most serious negative finding of this study is the presence of negative perceptions amongst the correctional officials.
- The department to work on a strategy to manage the changing of perceptions and attitudes of the correctional officials.
- The morale of the employees was observed to be low. The department was exposed to negative media publication which reflected only the negative side. The dented image of the Department of Correctional Services could be corrected by publicising the good things in the media.

6.3 CONCLUSION

The purpose of this investigation has always been to examine the presence of perceptions and attitudes amongst the members of different races

towards the implementation of affirmative action in the Correctional Services Department of South Africa, It is learned from this investigation that perceptions and attitudes may be a serious problem if not correctly managed.

Also in Correctional Services Department, it has been necessary to establish that the human resources directorate is not effective and efficient because the major negative responses were accorded to this section. This has also been observed by deviation in responding to the questions relating to human resources practises, it is suggested that this section needs to be looked into.

Another finding worth mentioning, is the lack of development courses to back up affirmative action appointees especially in senior management positions. The implication of this failure creates problems with regard to managing the developing correctional services in line with what politicians need the department to be managed.

There is a lot of research that needs to be undertaken in order to improve the training and development of the staff, special emphasis should be on the changing of the mindset as the department is moving from punishment to rehabilitation. This research was a necessity because through it all the members who appeared to have been silence were able to raise issues which demonstrated that perceptions and attitudes are not well.

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ANNEXURE A

RESEARCH PROJECT : THE APPLICATION OF AFFIRMATIVE ACTION POLICIES IN THE SOUTH AFRICAN CORRECTIONAL SERVICES DEPARTMENTQUESTIONNAIRE TO DETERMINE THE PERCEPTIONS AND ATTITUDES OF MEMBERS OF THE SOUTH AFRICAN CORRECTIONAL SERVICES TOWARDS THE APPLICATION OF AFFIRMATIVE ACTION POLICIES IN THE ORGANISATIONINSTRUCTIONS

- ❖ PLEASE ANSWER ALL THE QUESTIONS.
- ❖ USE ONLY AN HB PENCIL OR A BLACK PEN.
- ❖ A SURVEY RESPONSE PAGE IS PROVIDED FOR ANSWERING.
- ❖ ANSWER EACH QUESTION BY INDICATING YOUR ANSWER WITH A MARK.
- ❖ PLEASE ANSWER ALL QUESTIONS HONESTLY AND ACCORDING TO YOUR OWN OPINION.
- ❖ SOME QUESTIONS REQUIRE THAT YOU SHOULD GIVE MORE THAN ONE ANSWER, FOR EXAMPLE : [1] [2] [3] [4] [5] [6] [7] [8].
- ❖ ALL THE INFORMATION FURNISHED WILL BE TREATED AS STRICTLY CONFIDENTIAL. YOUR NAME AND OTHER PERSONAL DETAILS ARE NOT REQUIRED.
- ❖ THIS RESEARCH PROJECT IS BEING UNDERTAKEN WITH THE APPROVAL OF THE COMMISSIONER : SOUTH AFRICAN CORRECTIONAL SERVICES AND THE CHIEF DEPUTY COMMISSIONER : RESOURCE MANAGEMENT. THE DEPUTY COMMISSIONER PERSONNEL SERVICES IS APPOINTED AS INTERNAL GUIDE FOR THE STUDY.

ANNEXURE B

SECTION A : BIOGRAPHICAL DATA OF RESPONDENT

1. RANK

Correctional Officer Gr III	1
Correctional Officer Gr II	2
Correctional Officer Gr I	3
Senior Correctional Officer	4
Assistant Director	5
Deputy Director	6
Director and higher	7

2. AGE

Under 21	1
21 - 25	2
26 - 30	3
31 - 35	4
36 - 40	5
41 - 45	6
46 - 50	7
51 +	8

3. EDUCATIONAL QUALIFICATIONS (Mark only your highest qualification.):

Lower than grade 10 (Std 8)	1
Grade 10 or 11 (Std 8 or 9)	2
Grade 12 (Std 10)	3
National Correctional Services Diploma	4
(other) Recognised post school diploma	5
Degree	6
Post graduate	7

4. YEARS OF SERVICE

1 - 4	1
5 - 9	2
10 - 14	3
15 - 19	4
20 - 24	5
25 - 29	6
30 - 34	7
35 +	8

5. POPULATION GROUP (This questionnaire is been included in this questionnaire for Both statistical and historical reasons only.)

White	1
Black	2
Asian	3
Coloured	4

6. GENDER

Male	1
Female	2

7. WERE YOU PREVIOUSLY A MEMBER OF THE FORMER TBVC OR INDEPENDENT PRISON SERVICES?

Yes	1
No	2

8. WHERE DID YOU GROW UP?

Predominantly city (large urban areas e.g. Johannesburg, Cape Town, Pretoria)	1
Predominantly semi-urban (big towns with rural character, e.g. Witbank, Bloemfontein, Barberton, Pietermaritzburg)	2
Countryside	3
A combination of the above-mentioned as a result of moving frequently	4

9. SERVICE EXPERIENCE; IN OTHER WORDS, THE TYPE OF SERVICE IN WHICH YOU WERE PREDOMINANTLY INVOLVED FOR THE MAJOR PART OF YOUR SERVICE OR THE PAST TEN YEARS. (Please mark only one alternative.)

Guard duty, Security (manning post)	1
Reception office, Institutional Committee/Records	2
Visits, Attending complaints and requests	3
Admin (Save logistics), Financial	4
Mechanical/technical, Building, Agricultural	5
Education and Training, Counseling Social and/or Chaplain duties	6
Personnel Training, Public Relations, Managerial/Supervision	7
Community Corrections	8

Other (specify)

.....

10. WHERE DID YOU SERVE THE GREATER PART OF YOUR CAREER IN THE DEPARTMENT OF CORRECTIONAL SERVICES?

Predominantly city (large urban areas, e.g. Johannesburg, Cape Town, Pretoria)	1
Predominantly semi-urban (bigtowns with a rural character, eg. Witbank, Bloemfontein, Barberton)	2
Countryside	3
A combination of the above-mentioned as a result of being transferred frequently	4

ANNEXURE C

SECTION B : THE ROLE OF AFFIRMATIVE ACTION IN THE DCS

11. THE DCS MISSION STATEMENT WITH ITS AFFIRMATIVE ACTION POLICY IS THAT IT INTENDS TO HEAL THE DIVISIONS OF THE PAST AND ESTABLISH A WORKFORCE BASED ON DEMOCRATIC VALUES, SOCIAL JUSTICE AND FUNDAMENTAL RIGHTS. TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THIS STATEMENT?

Agree	1
Uncertain	2
Disagree	3

12. TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE STATEMENT THAT IT IS THE OBJECTIVE OF AFFIRMATIVE ACTION TO UNITE THE CORRECTIONAL SERVICES PERSONNEL?

Agree	1
Uncertain	2
Disagree	3

TO WHAT EXTENT DO YOU AGREE OR DISAGREE THAT AFFIRMATIVE ACTION SHOULD ALSO RECOGNISE:

13. THE INJUSTICE OF OUR PAST

Agree	1
Uncertain	2
Disagree	3

14. HONOUR THOSE WHO SUFFERED FOR JUSTICE

Agree	1
Uncertain	2
Disagree	3

15. FREEDOM IN THE DCS AS A STATE ORGAN

Agree	1
Uncertain	2
Disagree	3

16. DO YOU AGREE WITH THE STATEMENT THAT IT IS THE OBJECTIVE OF AFFIRMATIVE ACTION TO BUILD A UNITED AND DEMOCRATIC DCS ABLE TO TAKE ITS RIGHTFUL PLACE IN INTERNATIONAL PENOLOGY?

Agree	1
Uncertain	2
Disagree	3

17. DO YOU AGREE WITH THE VIEW THAT THE DELIBERATE EXCLUSION OF MINORITIES FROM EMPLOYMENT AS PART OF AFFIRMATIVE STRATEGIES WILL SUCCEED IN ESTABLISHING A PERSONNEL CORPS THAT WILL BE REPRESENTATIVE OF THE SOUTH AFRICAN POPULATION?

Agree	1
Uncertain	2
Disagree	3

18. PERHAPS PREVIOUSLY ADVANTAGED GROUPS WILL NOT BE WILLING TO TRAINING AND DEVELOP THE PREVIOUSLY DISADVANTAGED GROUPS. TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THIS VIEW?

Agree	1
Uncertain	2
Disagree	3

19. WITH THE PREVIOUS QUESTION (QUESTION 18) IN MIND, DO YOU THEREFORE BELIEVE THAT AFFIRMATIVE ACTION MAY FAIL BECAUSE WHITES ARE NOT PREPARED TO DEVELOP BLACKS?

Agree	1
Uncertain	2
Disagree	3

20. PREVIOUSLY DISADVANTAGED GROUPS MADE AFFIRMATIVE ACTION STRATEGIES FAIL BECAUSE THEIR PERSONAL EXPECTATIONS ARE UNREALISTICALLY HIGH.

Agree	1
Uncertain	2
Disagree	3

21. INEFFECTIVE HUMAN RESOURCE MANAGEMENT (RECRUITMENT, APPOINTMENT AND PROMOTION) OF EMPLOYEES MAY CONTRIBUTE TO THE FAILURE OF AFFIRMATIVE ACTION.

Agree	1
Uncertain	2
Disagree	3

22. AFFIRMATIVE ACTION APPOINTMENTS LACKING PROPER QUALIFICATIONS UNDERMINE THE MOTIVATION FOR PERSONAL DEVELOPMENT.

Agree	1
Uncertain	2
Disagree	3

23. THE SOUTH AFRICAN CONSTITUTION STATES : "EVERY PERSON HAS THE RIGHT OF ACCESS TO ALL INFORMATION HELD BY THE STATE OR ANY OF ITS ORGANS IN ANY SPHERE OF GOVERNMENT IN SO FAR AS THAT INFORMATION IS REQUIRED FOR THE EXERCISE OR PROTECTION OF ANY OF THEIR RIGHTS." DO YOU THINK THIS PRINCIPLE IS ADHERED TO IN YOUR DEPARTMENT?

Agree	1
Uncertain	2
Disagree	3

24. EVERY PERSON HAS THE RIGHT TO LAWFUL ADMINISTRATIVE ACTION WHERE ANY OF THEIR RIGHTS OR INTEREST ARE AFFECTED OR THREATENED. WHAT IS YOUR EXPERIENCE IN THIS REGARD?

Correct	1
Uncertain	2
Incorrect	3

25. ADMINISTRATIVE ACTION CAN BE LODGED WHERE ANY PERSONAL RIGHTS OR LEGITIMATE EXPECTATIONS ARE AFFECTED OR THREATENED. ARE YOU FAMILIAR WITH THE IMPLICATIONS OF SUCH ACTIONS?

Familiar	1
Uncertain	2
Unfamiliar	3

26. EVERY PERSON HAS THE RIGHT TO BE FURNISHED WITH REASONS IN WRITING FOR DECISIONS WHICH AFFECT ANY OF HIS/HER RIGHTS OR INTERESTS UNLESS THE REASONS FOR THAT ACTION HAVE BEEN MADE PUBLIC. IS THIS RECONCILABLE WITH YOUR EXPERIENCE?

Yes	1
Uncertain	2
No	3

27. AFFIRMATIVE ACTION POLICIES CAUSE FRICTION BETWEEN COLLEAGUES WHO PREVIOUSLY ENJOYED A CORDIAL WORKING RELATIONSHIP PRIOR TO THE IMPLEMENTATION OF AFFIRMATIVE ACTION?

Agree	1
Uncertain	2
Disagree	3

28. PRIOR TO THE IMPLEMENTATION OF AFFIRMATIVE ACTION, MEMBERS OF THE DCS BELIEVED THAT IT WOULD BE BETTER IF THEY IMPLEMENTED AFFIRMATIVE ACTION POLICIES ON THEIR OWN RATHER THAN BEING ENFORCED BY LAW. WHAT APPROACH DO YOU THINK SOUTH AFRICAN LEGISLATOR SHOULD PUT INTO OPERATION IN ORDER TO ACHIEVE REPRESENTATIVE PERSONNEL CORPS IN ALL THE STATE ORGANS /

Own initiative	1
Uncertain	2
Forced by law	3

29. THE GOVERNMENT'S AFFIRMATIVE ACTION LEGISLATION PROPOSES THE ERADICATION OF DISCRIMINATION IN FAVOUR OF PROMOTION AND RECRUITMENT BASED ON MERIT. WHAT IS YOUR EXPERIENCE?

Merit	1
Uncertain	2
Favouritism	3

30. IT IS WRONG FOR PERSONNEL TO DEMONSTRATE DISSATISFACTION OVER AFFIRMATIVE ACTION OF THE DEPARTMENT OF CORRECTIONAL SERVICES BY NOT PERFORMING THEIR DUTIES

Yes	1
Uncertain	2
No	3

31. DO YOU AGREE OR DISAGREE WITH THE VIEW THAT AFFIRMATIVE ACTION FRUSTRATES A MEMBER'S RIGHTS TO TAKE ACTION IN TERMS OF ADMINISTRATIVE LAW?

Agree	1
Uncertain	2
Disagree	3

32. IT IS ARGUED THAT MEMBERS RIGHTS TO ADMINISTRATIVE ACTION THAT IS LAWFUL, REASONABLE AND PROCEDURALLY FAIR, IS VIOLATED, BECAUSE CERTAIN MEMBERS MAY FEEL DISCRIMINATED AGAINST ON ACCOUNT OF AFFIRMATIVE ACTION POLICY.

Agree	1
Neutral	2
Disagree	3

33. A MEMBER WHOSE RIGHTS HAVE BEEN ADVERSELY AFFECTED BY AFFIRMATIVE ACTION PRACTICE HAS THE (ADMINISTRATIVE) RIGHT TO BE GIVEN WRITTEN REASONS. WHAT IS YOUR EXPERIENCE IN THIS REGARD?

Reasons are sometimes available	1
Uncertain	2
Reasons are seldom available	3
Reasons are not furnished	4
Reasons are never available	5

ANNEXURE D

SECTION C : FULFILMENT OF AFFIRMATIVE ACTION OBJECTIVE

34. DO YOU THINK THAT THE APPLICATION OF AFFIRMATIVE ACTION PRINCIPLE IN THE DEPARTMENT OF CORRECTIONAL SERVICES IS PROGRESSIVE ENOUGH?

Definitely	1
To a great extent	2
Uncertain	3
To a lesser extent	4
Not at all	5

35. HOW DO YOU RATE THE ATTITUDE OF PERSONNEL TOWARDS THE AFFIRMATIVE ACTION STRATEGY OF THE DEPARTMENT OF CORRECTIONAL SERVICES GENERALLY?

Extremely negative	1
Negative	2
Uncertain	3
Positive	4
Extremely positive	5

36. IT IS QUITE FREQUENTLY ARGUED THAT THE MORALE OF THE PERSONNEL IS NEGATIVELY INFLUENCED BY AFFIRMATIVE ACTION. HOW DO YOU RATE THE MORALE OF THE PERSONNEL CORPS IN THE DEPARTMENT OF CORRECTIONAL SERVICES WITH REGARD TO THE SAFE CUSTODY OF PRISONERS?

Extremely negative	1
Negative	2
Uncertain	3
Positive	4
Extremely positive	5

37. IT IS COMMONLY BELIEVED BY SOME MEMBERS THAT AFFIRMATIVE ACTION HAS CAUSED DISSATISFACTION IN THE DCS. HAVE YOU AT ANY TIME CONSIDERED LEAVING THE DEPARTMENT OF CORRECTIONAL SERVICES BY RESIGNING, BUYING YOUR DISCHARGE, APPLYING FOR A PACKAGE (Retirement and medical discharge excluded) AS A RESULT OF AFFIRMATIVE ACTION ?

Yes	1
No	2
Uncertain	3

IF YOU REPLIED "YES" OR "UNCERTAIN" TO QUESTION 37, INDICATE POSSIBLE REASONS WHY YOU MAY HAVE CONSIDERED LEAVING THE DCS.

	YES	NO
38. Too few opportunities for promotion due to affirmative action	1	2
39. Low career status of Correctional Officers	1	2
40. Poor salary	1	2
41. Too few opportunities to realise your potential because of affirmative Action	1	2
42. Initiatives are suppressed	1	2
43. Frustrating work conditions	1	2
44. Prisoners are dangerous to work with	1	2
45. You are disappointed in your expectation as a correctional services Employee, because you are ensure of your future due to affirmative action	1	2
46. Find it difficult to be supervised by affirmative action appointees because they lack the necessary experience	1	2
47. Application for affirmative action policies are constantly opposed	1	2
48. Affirmative action policies are applied to "silence" Trade Union activists	1	2
49. Disagree with the organisational policy and management of the Department of Correctional Services	1	2
50. Qualifications are of no value to the Department of Correctional Services Affirmative action policy and personnel know in advance who is to be Appointed in which post	1	2

DESPITE AFFIRMATIVE ACTION BEING A STATUTORY FUNCTION, TO WHAT EXTENT DO YOU AGREE OR DISAGREE THAT IN THE DCS IT IS HANDLED APPROPRIATELY TO MEET THE NEEDS (SEE 51 - 55 BELOW) IT HAS BEEN CONSTITUTED FOR ?

51. ALL MEMBERS HAVE EQUAL OPPORTUNITIES TO POSITIONS.

Agree	1
Uncertain	2
Disagree	3

52. ALL THE MEMBERS ARE NOT SATISFIED WITH THE MANNER IN WHICH APPOINTMENTS AND PROMOTIONS TO SENIOR POSITIONS ARE MADE.

Agree	1
Uncertain	2
Disagree	3

53. ALL THE MEMBERS WHO ARE AFFIRMATIVE ACTION APPOINTEES ARE CORRECTLY APPOINTED.

Agree	1
Uncertain	2
Disagree	3

54. ALL MEMBERS WHO ARE AFFIRMATIVE ACTION APPOINTEES ARE PERFORMING EFFECIENTLY.

Agree	1
Uncertain	2
Disagree	3

55. AFFIRMATIVE ACTION APPOINTEES ARE SUPPORTED BY ALL THE MEMBERS.

Agree	1
Uncertain	2
Disagree	3

IN WHAT WAY AND TO WHAT EXTENT DO YOU BELIEVE AFFIRMATIVE ACTION HAS INFLUENCED THE ATTITUDE OF THE PERSONNEL CORPS OF THE DEPARTMENT OF CORRECTIONAL SERVICES ?

		(EXTENT)				
(WAYS)		Very Positive	Positive	Unaffected	Negative	Very Negative
56.	General appearance (neatness et cetera)	1	2	3	4	5
57.	The manner in which the public is addressed	1	2	3	4	5
58.	Efficiency of service	1	2	3	4	5
59.	Academic achievement of members	1	2	3	4	5
60.	Cooperation of members	1	2	3	4	5
61.	Willingness to fulfil role	1	2	3	4	5
62.	The treatment of offenders	1	2	3	4	5

ANNEXURE E

SECTION D : PERCEPTION OF FUNCTIONS

ONE OF THE OBJECTIVES OF AFFIRMATIVE ACTION IN THE DCS IS TO CHANGE THE CULTURE OF THE PERSONNEL CORPS FROM PUNISHMENT TO REHABILITATION. HOW IMPORTANT DO YOU THINK THE FOLLOWING PERSONAL ATTRIBUTES ARE FOR A CORRECTIONAL SERVICES OFFICER AT PRESENT ?

		Very Important	Important	Uncertain	Less important	Not at all important
63.	Discipline					
64.	Understanding of rights					
65.	Loyalty					
66.	Obedience					
67.	Proficiency					
68.	Impartiality					
69.	Courteousness					
70.	Physical fitness					
71.	Neatness					
72.	Honesty					
73.	Friendliness					
74.	Responsiveness					
75.	Helpfulness					
76.	Law abidingness					
77.	Openness					
78.	Transparency					
79.	Informative					
80.	Firmness					

WHICH ONE OF THE FOLLOWING ATTRIBUTES BEST DESCRIBES YOUR ORGANISATIONAL AFFIRMATIVE ACTION STRATEGY ?.

		Always	Often	Uncertain	Sometimes	Never
81.	Experienced personnel are placed in visible positions (high profile) positions	1	2	3	4	5
82.	Applicable qualifications are considered for appointment	1	2	3	4	5
83.	The leadership of employee organisations (union) are appointed visible (high profile) positions	1	2	3	4	5
84.	The pressure that unions put on management helps unions to be effective in the DCS	1	2	3	4	5
85.	Inexperienced personnel are appointed to "visible" (high profile) positions	1	2	3	4	5

86. WHAT IS YOUR VIEW ON THE EFFECIENCY OF THE AFFIRMATIVE ACTION POLICY IS ADDRESSING MEMBERS FEARS ?

Extremely efficient	1
Efficient	2
Uncertain	3
Inefficient	4
Extremely inefficient	5

87. TO WHAT DEGREE DO YOU ASSOCIATE YOURSELF OR DISASSOCIATE YOURSELF FROM THE STATEMENT THAT FOR THE ORGANISATION TO CHANGE, THERE MUST BE PEOPLE INSIDE WHO ARE STRONGLY DISSATISFIED WITH THE EXISTING ORDER ?

Strongly associate	1
Associate	2
Uncertain	3
Disassociate	4
Definitely disassociate	5

88. IN YOUR OPINION, HOW DOES THE DCS COMPARE WITH OTHER STATE DEPARTMENTS IN THE APPLICATION OF AFFIRMATIVE ACTION POLICIES IN GENERAL ?

Much better	1
Better	2
Uncertain	3
Worse	4
Much worse	5

89. HOW DO YOU RATE THE KNOWLEDGE OF MEMBERS WITH REGARD TO WHAT CONSTITUTES A FAIR LABOUR PRACTICE ?

Good	1
Satisfactorily	2
Average	3
Unsatisfactorily	4
Poor	5

90. DOES THE ATTITUDE OF THE PUBLIC INFLUENCE IMPLEMENTATION OF AFFIRMATIVE ACTION IN THE DCS ?

Definitely	1
Often	2
Uncertain	3
Sometimes	4
Not at all	5

91. TO WHAT DEGREE DO YOU AGREE OR DISAGREE WITH THE STATEMENT THAT FOR THE ORGANISATION TO IMPLEMENT AFFIRMATIVE ACTION POLICIES SUCCESSFULLY, THE LEADERSHIP OF EMPLOYEE ORGANISATIONS MUST BE APPOINTED IN MANAGEMENT POSITIONS ?

Strongly agree	1
Agree	2
Uncertain	3
Disagree	4
Strongly disagree	5

92. WHAT IS YOUR VIEW ON THE CONSISTENCY OF JOB REQUIREMENTS FOR POSITIONS IN THE DEPARTMENT OF CORRECTIONAL SERVICES (FOR EXAMPLE, RVQ13, GRADE 12 (STD 10), ET CETERA)

Highly consistent	1
Consistent	2
Uncertain	3
Inconsistent	4
Highly inconsistent	5

ANNEXURE F

SECTION E : GRIEVANCES AND RELATED MATTERS

93. HOW JUSTIFIED ARE THE COMPLAINTS OF MEMBERS OF THE DEPARTMENT OF CORRECTIONAL SERVICES ?

		Definitely Justified	Justified	Uncertain	Unjustified	Definitely Unjustified
94.	Employees are still appointed to management positions on favouritism.	1	2	3	4	5
95.	The inconsistent application of affirmative action criteria (double standards in some cases) undermines the legitimacy of the Department's affirmative action policy ?.	1	2	3	4	5
96.	Affirmative action appointments are made to marginalise employee organisations (Trade union representatives of the more powerful unions are appointed in leadership positions at the expense of other members.).	1	2	3	4	5
97.	There is an attitude of total secrecy amongst senior members which results in a lack of downward communication of information on	1	2	3	4	5

	affirmative action issues.					
98.	Management regard questions on affirmative action policy as a threat.	1	2	3	4	5

99. TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE STATEMENT THAT THE "PROBLEM" IN THE DEPARTMENT OF CORRECTIONAL SERVICES IS NOT AFFIRMATIVE ACTION, BUT LACK OF TRUST BETWEEN WHITE AND BLACK MEMBERS ?

Definitely agree	1
Agree	2
Uncertain	3
Disagree	4
Definitely disagree	5

100. SOME MEMBERS IN THE DEPARTMENT OF CORRECTIONAL SERVICES BELIEVE THAT, BECAUSE OF ITS DEMILITARISATION, DISCIPLINE HAS DETERIORATED. WHAT IS YOUR OPINION ON THIS ISSUE ?

Definitely agree	1
Agree	2
Uncertain	3
Disagree	4
Definitely disagree	5

101. TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE STATEMENT THAT THE DEPARTMENT OF CORRECTIONAL SERVICES ERRED BY DEMILITARISING AND THIS ERROR CAN ONLY BE CORRECTED BY THE REMILITARIZATION OF THE DCS ?

Definitely agree	1
Agree	2
Uncertain	3
Disagree	4
Definitely disagree	5

102. THERE IS CURRENTLY NO RESPECT BETWEEN MEMBERS AND OFFENDERS AS A RESULT OF THE DEMILITARISATION OF THE DCS.

Definitely agree	1
Agree	2
Uncertain	3
Disagree	4
Definitely disagree	5

103. TO WHAT EXTENT DO YOU ASSOCIATE YOURSELF WITH OR DISASSOCIATE YOURSELF FROM THE FOLLOWING STATEMENT? THE EXISTENCE OF TRADE UNIONS, ONE PURELY BLACK AND ONE PURELY WHITE CONTRIBUTES TO POOR WORKING RELATIONS BETWEEN WHITE AND BLACK MEMBERS.

Definitely agree	1
Agree	2
Uncertain	3
Disagree	4
Definitely disagree	5

104. THERE IS A STRONG BELIEF THAT FOR AFFIRMATIVE ACTION APPOINTMENTS TO BE ACCEPTABLE TO ALL PERSONNEL, PEOPLE'S (INDEGENOUS) LEADERS IN SOCIETY SHOULD BE APPOINTED TO HIGH PROFILE MANAGEMENT POSITIONS IN THE DCS.

Definitely agree	1
Agree	2
Uncertain	3
Disagree	4
Definitely disagree	5

105. THERE IS A VIEW THAT SINCE SOME EMPLOYEES HOLD TRIBAL/ETHNIC LEADERSHIP POSITIONS IN THE COMMUNITY AND JUNIOR POSITIONS IN THE WORK SITUATION, THEIR POSITION IN THE COMMUNITY SHOULD SERVE AS A CRITERION FOR PROMOTION DURING THE AFFIRMATIVE ACTION PERIOD.

Agree	1
Uncertain	2
Disagree	3

106. SOME ADVOCATES OF AFFIRMATIVE ACTION ARE OF THE OPINION THAT COMMUNICATION IN THE DCS IS NEGATIVELY INFLUENCED WHERE A PERSON OF "INFERIOR" STANDING IN SOCIETY IS APPOINTED IN A LEADERSHIP POSITION.

True	1
Uncertain	2
False	3

107. ALTHOUGH AFFIRMATIVE ACTION APPOINTEES ARE GENERALLY LABELLED AS INCOMPETENT, THEY ARE ABLE TO REVOKE THE LABEL BY DEMONSTRATING NORMAL COMPETENCE.

Agree	1
Uncertain	2
Disagree	3

108. IT HAS BEEN SUGGESTED THAT WHITES DO NOT OPPOSE AFFIRMATIVE ACTION BUT FEAR THAT IT WOULD BE A DRAWBACK TO THEIR SELF-IMAGE IF THEY BELONGED TO A WORK GROUP THAT INCLUDES A BLACK PERSON.

Agree	1
Uncertain	2
Disagree	3

DID YOU ANSWER ALL THE QUESTIONS?

THANK YOU FOR YOUR KIND COOPERATION.