Study: Effects of restructuring the labour inspectorate

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Introduction

- Labour inspection services play a key role in ensuring that enhanced productivity and respect for national laws and to protect workers.
- Labour law, whether it is in the form of public legislation, collective agreements or individual employment contracts, allocates rights to workers and employers to ensure that both reap a fair share of the wealth they generate.
- Labour inspection services promote compliance with labour law, and as such enhance the smooth functioning of the labour market. In other words, labour inspection services are an indispensable institution of social policy and sound labour market governance.
Over the past several years the Department of Labour was engaged in several projects which in essence dealt with the review of a number of areas which included amongst others the inspection and enforcement services.
During 1999 the DOL went through a period of restructuring and inspections service was one of the areas that were identified to be restructured. The purpose of this restructuring was to move towards a service wherein one inspector visited one company and performed a range of functions covering several pieces of labour legislation.

One of the ideas around this concept was that there was one inspector visiting one company and not several inspectors from the same Department visiting at different intervals.
I a quest to retain inspectors a decision was taken in 2009 to upgrade the salary levels of inspectors below level 8.

During this process no evident change management principles where followed and effected the moral of inspectors and team leaders on post level 8.
The effects of the integration process

- IES has experienced a very high staff turnover over the last several years resulting in severe loses in critical skills developed since the implementation of the current strategy. The recent escalation has been triggered by a number of factors.

- Restructuring initiatives from 1999 was aimed at providing an integrated inspection service where one inspector goes to accompany and inspect compliance with all labour legislation. However directly after the integration process most of the skilled and specialist inspectors decided to leave the service.

- This contributed to the fact that more then 60% of the DOL inspectors have either no or irrelevant tertiary qualifications!

- This caused a decline in the performance of the inspectorate and thus a decline in compliance with labour legislation because of a lack of enforcement.
The effects of the “restructuring” process

There is also an additional challenges that is faced by Inspection and Enforcement Services

- staff loss/retention
- the time it takes to train staff up to the required levels.
- Low staff moral because of the implementation of upgrade of inspectors in 2009
- Uncertainty of the planned Professionalization

The implication of this is far reaching in that the organization suffers in terms of quality in the work that is being performed.
Addressing the issue:
2011-2016 strategic plan

KRA 9: Strengthening the intuitional capacity of the department

► Base line:
  ▪ Weak Enforcement Capacity

► Key output:
  ▪ Implement IES Strategy

► Deliverable:
  ▪ Facilitate the creation of additional post for Generalist, Principle and Specialist Inspectors on the IES Staff establishment in 2011/2012
  ▪ Appointment of Inspectors 2012/2013
## Strategic risks indentified within IES

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<tr>
<th>Risk Description</th>
<th>Planned response action</th>
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<td>Lack of Capacity and requisite competencies within the inspectorate</td>
<td>Introduction of competency based programs</td>
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| High Vacancy Rate                        | New structure with commensurate salaries will be developed and implemented and anew cadre of inspectors will be appointed  
Filling of vacancies will be expedited failing which funded vacancies will be converted to the new categories |
Main Objective of the study is to

► To investigate whether the restructuring and upgrading of the inspectorate had any influence on the inspectorate culture, performance, morale and their retention
principles that will be adopted during the study:

► The research will be based on an initial review of the inspectorate and a literature review in the areas of organizational development and change management.

► The evaluation of past and current change initiatives will then be based on obtaining empirical data from the IES Branch.
Participants in the Study

- The population of interest for the study has been defined as 1095 labour inspectors from all 9 provinces.
- The data will be collected using a questionnaire designed to generate the data necessary for accomplishing the objectives of the research project.
- The questionnaire will be developed using a 5 point Likert type scale. The questions are simple to complete and play a role in avoiding differences in interpretation. Participants will be requested to select one of the listed alternative responses but the possible limitation is that it is easy for a respondent who has no opinion to try and guess the appropriate answer. The questionnaire that will be developed for the study will be made up of multiple choice questions which will be both positive and negative. The questions will require the participants to strongly agree, agree, be neutral, disagree and strongly disagree.
Analysis of the results

► The results of the questionnaire will be statistically analyzed and outcomes of the analysis will be discussed
Conclusions and Recommendations

► This will

- address major findings and conclusions from the research results and document possible answers to the management problem subject to the investigation.
- acknowledge lessons learned from the research project and personal attributes enhanced by the investigation which are likely to be beneficial in the future
- assist with developing a change management strategy for the planned professionalization process
►► Thank You!