

Access strategy	Actual achievements
Declaring schools firearm-free zones	The A Rub Out Gun Violence campaign, launched by the Minister of Safety and Security during November 2003, focused on keeping children safe from firearm violence in South Africa.
Redistribution of personnel to station level	Resolution 7/2000 was completed. Matching and placing of personnel to strengthened capacity building at station level has been completed.
Recruiting reservists	A total of about 8 528 reservists have been recruited in the whole country during 2003. The aim is to utilise reservists in the implementation of sector policing. Rural sector policing model is being developed to support the phasing out of the commando system through the National Exit-Entry Strategy.
Implementing a full scale interpreting service	The SAPS implemented the TISSA telephone interpreting service at police stations countrywide. Language surveys were conducted at priority stations in eight provinces to determine the language needs of clients of the SAPS. The SAPS offers professional in-house translation, editing and interpreting services in isiZulu, Sepedi, Xitsonga, Tshivenda, as well as English, Afrikaans and Spanish. Requests for language services in other languages are outsourced.

Table 1.4 Complaints mechanism

Complaints mechanism	Actual achievements
National Complaints line (08600 10111)	All complaints are attended to individually and investigated by personnel dedicated to the function of providing quality, expedient response to complaints. 19253 complaints were dealt with for the period 1st April 2003 to 31st March 2004
National Complaints Investigations line(086 0130860)	All service delivery complaints are attended to individually and investigated by personnel dedicated to the function by providing quality, expedient response to complaints. 2030 complaints were dealt with for the period 1st April 2003 to 31st March 2004.
Telephones and postal system (telephone numbers and address of service points and commanders)	All levels of management can be contacted by telephone. Alternatively, letters of complaint can be sent to commanders of stations or units.
Independent Complaints Directorate (ICD)	The ICD acts as the watchdog of the SAPS, and the community can lay complaints regarding police misconduct directly with the ICD.

Table 1.4 Complaints mechanism

Complaints mechanism	Actual achievements
SAPS Website	The following can be found on the website: <ul style="list-style-type: none"> • SAPS Strategic Plan • SAPS Annual Report • Information on organizational structures, geographical information and telephone numbers of police officials and stations • Crime Statistics • Children's website • Newsworthy information • Vacant posts • Press releases
Television Programme: Police file	The Police File Programme report on the activities of the SAPS and provides valuable information on crime as well as general policing to the public through the SABC.

Complaints mechanism	Actual achievements
Promotional material	SAPS monthly magazine(A journal for members of SAPS)
Communication officials at all levels	There are 191 media officials at police stations, area offices, provincial offices and the office of the National Commissioner to deal with requests for specific information and keep the public informed of matters regarding crime and police practice.
Community policing boards and forums	The majority of police stations have community policing forum structures. These forums provide a means of interaction between the community's elected representatives and the SAPS on a wide range of policing issues.

Table 2.1 Personnel costs by programme, 2003/04

Programmes	Total Expenditure(R=000)	Personnel Expenditure(R=000)	Training Expenditure(R=000)	Professional and Special Services (R=000)	Personnel cost as a percent of total expenditure	Average personnel cost per employee (R=000)
1. Administration	6,514,059	4,366,537	270,196	867,095	20%	190
2. Crime Prevention	9,323,547	7,384,919	-	384,568	34%	101
3. Operational response Services	1,306,982	1,014,585	-	61,237	5%	119
4. Detective Services	3,752,805	2,913,354	-	209,360	13%	112
5. Crime Intelligence	652,288	567,257	-	11,721	3%	110
6. Protection Services	418,244	353,528	-	6,015	2%	105
Total	21,967,925	16,600,180	270,196	1,539,996	76%	119

Table 2.2 Personnel costs by salary bands, 2003/04

Salary bands	Personnel Expenditure (R=000)	% of total personnel cost	Average personnel cost per employee (R=000)
Lower skilled (Levels 1-2)	377,285	2.3%	46
Skilled (Levels 3-5)	2,730,148	16.4%	72
Highly skilled production (Levels 6-8)	12,160,267	73.3%	139
Highly skilled supervision (Levels 9-12)	1,071,501	6.5%	226
Senior management (Levels 13-16)	260,980	1.6%	467
Total	16,600,180	100.00%	119

Table 2.3 Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2003/04

Programme	Salaries		Overtime		Homeowner's allowance (HOA)		Medical assistance	
	Amount (R'000)	Salaries as a percentage of personnel cost	Amount (R'000)	Overtime as a percentage of personnel cost	Amount (R'000)	HOA as a percentage of personnel cost	Amount (R'000)	Medical assistance as a percentage of personnel cost
1. Administration	1,483,570	8.9%	19,450	0.1%	45,127	0.3%	2,218,798	13.4%
2. Crime Prevention	5,402,194	32.5%	74,478	0.4%	166,505	1.0%	43,971	0.3%
3. Operational response Services	718,675	4.3%	35,536	0.2%	29,492	0.2%	3,674	0.0%
4. Detective Services	2,052,498	12.4%	53,644	0.3%	81,898	0.5%	21,555	0.1%
5. Crime Intelligence	405,155	2.4%	6,899	0.0%	14,237	0.1%	3,791	0.0%
6. Protection Services	239,748	1.4%	32,768	0.2%	7,840	0.0%	1,180	0.0%
Total	10,301,840	62.1%	222,775	1.3%	345,099	2.1%	2,292,969	13.8%

Table 2.4 Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2003/04

Programme	Salaries		Overtime		Homeowner's allowance (HOA)		Medical assistance	
	Amount (R'000)	Salaries as a percentage of personnel cost	Amount (R'000)	Overtime as a percentage of personnel cost	Amount (R'000)	HOA as a percentage of personnel cost	Amount (R'000)	Medical assistance as a percentage of personnel cost
Low skilled (Levels 1-2)	275,936	1.7%	1,130	0.0%	7,798	0.0%	23,672	0.1%
Skilled (Levels 3-5)	1,489,722	9.0%	16,826	0.1%	16,007	0.1%	703,808	4.2%
Highly skilled production (Levels 6-8)	7,655,786	46.1%	188,836	1.1%	295,717	1.8%	1,477,186	8.9%
Highly skilled supervision (Levels 9-12)	732,552	4.4%	15,972	0.1%	23,532	0.1%	78,907	0.5%
Senior management (Levels 13-16)	147,794	0.9%	11	0.0%	2,045	0.0%	9,396	0.1%
Total	10,301,840	62.1%	222,775	1.3%	345,099	2.1%	2,292,969	13.8%

Table 3.1 Employment and Vacancies by Programme , 31 March 2004

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Administration - Permanent (Programme 1)	25274	22969	9.1%	0
Administration - Temporary (Programme 1)	23	23	0%	0
Crime Prevention - Permanent (Programme 2)	90132	73058	18.9%	0
Crime Prevention - Temporary (Programme 2)	10	10	0%	0
Operational Response Services- Permanent (Programme 3)	8856	8497	4.1%	0
Operational Response Services- Permanent (Programme 3)	21	21	0%	0
Detective Service - Permanent (Programme 4)	26854	25907	3.5%	0
Detective Service - Temporary (Programme 4)	2	2	0%	0
Crime Intelligence - Permanent (Programme 4)	5507	5176	6%	0
Crime Intelligence - Temporary (Programme 4)	1	1	0%	0
Protection Services- Permanent (Programme 5)	3601	3352	6.9%	0
Protection Services- Permanent (Programme 5)	7	7	0%	0
TOTAL	160288	139023	13.3%	0

Table 3.2 Employment and Vacancies by Salary Band, 31 March 2004

Salary Band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2), Permanent	9950	8745	12.1	0
Lower skilled (Levels 1-2), Temporary	6	6	0	0
Skilled (Levels 3-5), Permanent	71806	60494	15.8	0
Skilled (Levels 3-5), Temporary	25	25	0	0
Highly skilled production (Levels 6-8), Permanent	71776	65220	9.1	0
Highly skilled production (Levels 6-8), Temporary	17	17	0	0
Highly skilled supervision (Levels 9-12), Permanent	6007	3954	34.2	0
Highly skilled supervision (Levels 9-12), Temporary	14	14	0	0
Senior management (Levels 13-16), Permanent	684	546	20.2	0
Senior management (Levels 13-16), Temporary	2	2	0	0
Other, Permanent	1	0	100	0
TOTAL	160288	139023	13.3	0

Table 3.3 Employment and Vacancies by Critical Occupation, 31 March 2004

Salary Band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Administrative related - Permanent	70	64	8.6%	0
Advocates - Permanent	1	1	0%	0
Aircraft pilots & related associate professionals - Permanent	24	15	37.5%	0
Aircraft pilots & related associate professionals - Temporary	21	21	0%	0
All artisans in the building metal machinery etc. - Permanent	462	344	25.5%	0
Appraisers-valuers & related professionals - Permanent	729	647	11.2%	0
Architects town & traffic planners - Permanent	1	1	0%	0
Archivists curators & related professionals - Permanent	1	1	0%	0
Artisan project & related superintendents - Permanent	71	65	8.5%	0
Auxiliary & related workers - Permanent	421	345	18.1%	0
Building & other property caretakers - Permanent	1409	1238	12.1%	0
Bus & heavy vehicle drivers - Permanent	1	1	0%	0
Chaplain & related professionals - Permanent	186	144	22.6%	0
Chemists - Permanent	403	334	17.1%	0
Cleaners in offices workshops hospitals etc. - Permanent	4625	4279	7.5%	0
Cleaners in offices workshops hospitals etc. - Temporary	4	4	0%	0
Client inform clerks (switchboard inform clerks - Permanent	549	467	14.9%	0
Client inform clerks (switchboard inform clerks - Temporary	1	1	0%	0
Communication & information related - Permanent	30	28	6.7%	0
Composers musicians & singers - Permanent	139	123	11.5%	0
Composers musicians & singers - Temporary	1	1	0%	0
Compositors typesetters & related printing workers	1	1	0%	0
Custodian personnel - Permanent	1	1	0%	0
Electrical & electronics engineering technicians	1	1	0%	0
Engineering sciences related - Permanent	1	1	0%	0
Engineers & related professionals - Permanent	3	2	33.3%	0
Farm hands & labourers - Permanent	80	66	17.5%	0
Finance & economics related - Permanent	92	88	4.3%	0
Financial & related professionals - Permanent	369	354	4.1%	0
Financial clerks & credit controllers - Permanent	1196	940	21.4%	0
Food services aids & waiters - Permanent	1370	1304	4.8%	0
Food services aids & waiters - Temporary	2	2	0%	0
Food services workers - Permanent	31	30	3.2%	0
General legal administration & related professionals - Permanent	161	106	34.2%	0
Head of department/chief executive officer - Permanent	2	2	0%	0
Health sciences related - Permanent	2	2	0%	0
Household & laundry workers - Permanent	12	11	8.3%	0
Human resources & organisational development & related - Permanent	846	756	10.6%	0
Human resource clerks - Permanent	1803	1473	18.3%	0
Human resource clerks- Temporary	11	11	0%	0
Human resources related - Permanent	101	90	10.9%	0
Information technology related - Permanent	1	1	0%	0
Inspectors of apprentices works & vehicles - Permanent	2	2	0%	0
Language practitioners interpreters & other communication	167	144	13.8%	0
Legal related - Permanent	15	12	20%	0
Librarians & related professionals - Permanent	19	15	21.1%	0
Library mail & related clerks - Permanent	985	852	13.5%	0
Library mail & related clerks - Temporary	2	2	0%	0
Light vehicle drivers - Permanent	62	44	29%	0
Logistical support personnel - Permanent	467	433	7.3%	0
Material-recording & transport clerks - Permanent	2037	1762	13.5%	0
Material-recording & transport clerks - Temporary	3	3	0%	0
Messengers porters & deliverers - Permanent	252	232	7.9%	0
Motor vehicle drivers - Permanent	9	9	0%	0
Motorised farm & forestry plant operators - Permanent	5	4	20%	0
Natural sciences related- Permanent	18	16	11.1%	0
Other administrative & related clerks & organisers - Permanent	13 062	10 906	16.5%	0
Other administrative & related clerks & organisers - Temporary	3	3	0%	0
Other administrative policy & related officers - Permanent	78	71	9%	0

Salary Band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Other information technology personnel - Permanent	23	18	21.7%	0
Police - Permanent	115 310	101 660	11.8%	0
Police - Temporary	11	11	0%	0
Psychologists & vocational counsellors - Permanent	257	167	35%	0
Rank Captain - Permanent	1	0	100%	0
Rank Minister deputy - Permanent	1	1	0%	0
Rank Minister - Permanent	1	1	0%	0
Saps - Permanent	4 016	2 216	44.8%	0
Saps - Temporary	1	1	0%	0
Secretaries & other keyboard operating clerks - Permanent	6 676	5 775	13.5%	0
Secretaries & other keyboard operating clerks - Temporary	1	1	0%	0
Security guards - Permanent	15	14	6.7%	0
Security officers - Permanent	17	16	5.9%	0
Senior managers - Permanent	620	481	22.4%	0
Senior managers - Temporary	2	2	0%	0
Social sciences related - Permanent	11	10	9.1%	0
Social work & related professionals Permanent	373	296	20.6%	0
Trade labourers - Permanent	530	476	10.2%	0
Trade labourers - Temporary	1	1	0%	0
TOTAL	162 880	139 023	13.3%	0

Table 4.1 Job Evaluation, 1 April 2003 to 31 March 2004

Occupational Band	Number of posts	Number of posts evaluated	Percentage of posts evaluated per salary band	Posts upgraded		Posts downgraded	
				Number	Percentage of posts evaluated	Number	Percentage of posts evaluated
Lower skilled (1 to 2)	9 956	0	0	0	0	0	0
Skilled (3 to 5)	71 831	1	0	0	0	1	0
Highly skilled production (6 to 8)	71 793	1	0	0	0	0	0
Highly skilled supervisory (9 to 12)	6 021	67	1.11	0	0	1	1.49
Senior Management (band A)	522	19	3.64	0	0	0	0
Senior Management (band B)	129	9	6.98	2	22.22	0	0
Senior Management (band C)	34	2	5.88	0	0	0	0
Senior Management (band D)	1	0	0	0	0	0	0
Other	1	0	0	0	0	0	0
TOTAL	160 288	99	0.06	2	22.22	2	1.49

Table 4.2 Profile of employees whose salary positions were upgraded after their posts had been upgraded: 1 April 2003 to 31 March 2004

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0
Employees with disabilities	0	0	0	0	0

Table 4.3 Employees whose salary levels exceeded the grade determined by job evaluations: 1 April 2003 to 31 March 2004 (in terms of PSR 1.V.C.3)

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
Total number of employees whose salaries exceeded the level determined by job evaluations in 2003/2004				0
Percentage of total employment				0

Table 4.4 Profile of employees whose salary level exceeded the grade determined by job evaluations: 1 April 2003 to 31 March 2004 (in terms of PSR 1.V.C.3)

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0

Table 5.1 Annual Turnover Rates by Salary Band

Salary Band	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Lower skilled (Levels 1-2), Permanent	8352	628	387	4.6
Lower skilled (Levels 1-2), Temporary	2	33	30	1500
Skilled (Levels 3-5), Permanent	28868	10847	811	2.8
Skilled (Levels 3-5), Temporary	16	22	13	81.3
Highly skilled production (Levels 6-8), Permanent	89630	367	3117	3.5
Highly skilled production (Levels 6-8), Temporary	15	7	3	20
Highly skilled supervision (Levels 9-12), Permanent	4951	4	233	4.7
Highly skilled supervision (Levels 9-12), Temporary	9	6	1	11.1
Senior Management Service Band A, Permanent	418	4	19	4.5
Senior Management Service Band A, Temporary	1	0	0	0
Senior Management Service Band B, Permanent	113	0	10	8.8
Senior Management Service Band C, Permanent	27	0	3	11.1
Senior Management Service Band D, Permanent	1	0	0	0
TOTAL	132403	11918	4627	3.5

Table 5.2 Annual Turnover Rates by Critical Occupation

Occupation	Employment at Beginning of Period	Appointments	Terminations	Turnover Rate
Administrative related, Permanent	87	0	5	5.7
Aircraft pilots & related associate professionals, Permanent	16	0	2	12.5
Aircraft pilots & related associate professionals, Temporary	12	10	1	8.3
All artisans in the building metal machinery etc., Permanent	488	67	20	4.1
Appraisers-valuers and related professionals, Permanent	1717	4	52	3
Artisan project and related superintendents, Permanent	57	0	4	7
Auxiliary and related workers, Permanent	315	34	10	3.2
Building and other property caretakers, Permanent	1204	63	57	4.7
Bus and heavy vehicle drivers, Permanent	8	3	0	0
Cashiers tellers and related clerks, Permanent	0	4	0	0
Chaplain and related professionals, Permanent	118	0	5	4.2
Chemists, Permanent	332	8	19	5.7
Cleaners in offices workshops hospitals etc., Permanent	4267	219	190	4.5
Cleaners in offices workshops hospitals etc., Temporary	2	18	16	800
Client inform clerks (switchboard receipt inform clerks), Permanent	366	47	8	2.2
Communication and information related, Permanent	27	0	0	0
Composers musicians and singers, Permanent	119	3	4	3.4
Composers musicians and singers, Temporary	1	0	0	0
Electrical and electronics engineering technicians, Permanent	1	0	0	0
Engineering sciences related, Permanent	1	0	0	0
Engineers and related professionals, Permanent	3	0	1	33.3
Farm hands and labourers, Permanent	63	4	3	4.8

Finance and economics related, Permanent	98	0	2	2
Financial and related professionals, Permanent	754	1	22	2.9
Financial clerks and credit controllers, Permanent	908	110	50	5.5
Financial clerks and credit controllers, Temporary	1	0	1	100
Food services aids and waiters, Permanent	1187	52	46	3.9
Food services aids and waiters, Temporary	1	14	14	1400
Food services workers, Permanent	88	2	4	4.5
General legal administration & rel. professionals, Permanent	125	7	7	5.6
Head of department/chief executive officer, Permanent	3	0	0	0
Health sciences related, Permanent	3	0	0	0
Household and laundry workers, Permanent	10	1	0	0
Housekeepers laundry and related workers, Permanent	11	0	0	0
Housekeepers laundry and related workers, Temporary	1	0	0	0
Human resources & organisat developm & relate prof, Permanent	1614	7	59	3.7
Human resources clerks, Permanent	1292	149	32	2.5
Human resources clerks, Temporary	0	19	11	0
Human resources related, Permanent	117	0	13	11.1
Information technology related, Permanent	1	0	0	0
Inspectors of apprentices works and vehicles, Permanent	1	0	0	0
Language practitioners interpreters & other commun, Permanent	169	15	9	5.3
Legal related, Permanent	19	0	3	15.8
Librarians and related professionals, Permanent	10	1	0	0
Library mail and related clerks, Permanent	831	53	22	2.6
Library mail and related clerks, Temporary	2	0	0	0
Light vehicle drivers, Permanent	17	15	0	0
Logistical support personnel, Permanent	1302	1	46	3.5
Material-recording and transport clerks, Permanent	1549	168	63	4.1
Material-recording and transport clerks, Temporary	3	3	0	0
Messengers porters and deliverers, Permanent	228	26	12	5.3
Messengers porters and deliverers, Temporary	1	0	0	0
Motor vehicle drivers, Permanent	12	0	0	0
Motorised farm and forestry plant operators, Permanent	1	0	0	0
Natural sciences related, Permanent	18	0	1	5.6
Not available, Permanent	0	2	0	0
Other administrat & related clerks and organisers, Permanent	10155	1235	279	2.7
Other administrat & related clerks and organisers, Temporary	4	0	1	25
Other administrative policy and related officers, Permanent	60	0	4	6.7
Other information technology personnel., Permanent	13	1	1	7.7
Other occupations, Permanent	37	0	1	2.7
Pharmacists, Permanent	2	0	1	50
Police., Permanent	91697	8710	3171	3.5
Police., Temporary	13	0	1	7.7
Printing planners and production controllers, Permanent	1	0	0	0
Psychologists and vocational counsellors, Permanent	147	30	24	16.3
Public order policing, Permanent	1	0	0	0
Rank: Cleaner i., Permanent	1	0	0	0
Rank: Constable, Permanent	7	0	1	14.3
Rank: Constable., Permanent	12	0	3	25
Rank: Lance-sergeant, Permanent	1	0	1	100
Rank: Laundry supervisor, Permanent	1	0	0	0
Rank: Sergeant, Permanent	2	0	0	0
Rank: Sergeant., Permanent	2	0	1	50
Rank: Unknown, Permanent	977	0	0	0
Saps, Permanent	3071	7	117	3.8
Saps, Temporary	1	0	0	0
Secretaries & other keyboard operating clerks, Permanent	5480	774	141	2.6
Secretaries & other keyboard operating clerks, Temporary	0	2	1	0
Security guards, Permanent	10	0	0	0
Security officers, Permanent	6	0	1	16.7
Senior managers, Permanent	390	4	30	7.7
Senior managers, Temporary	1	2	1	100
Social sciences related, Permanent	17	0	0	0
Social work and related professionals, Permanent	263	16	12	4.6
Statisticians and related professionals, Permanent	2	0	0	0
Supplementary diagnostic radiographers, Permanent	0	1	0	0
Trade labourers, Permanent	445	6	21	4.7
Trade labourers, Temporary	0	1	0	0
Trade related, Permanent	3	0	0	0
TOTAL	132403	11919	4627	3.5

Table 5.3 Reasons why staff are leaving the department

Termination Type	Number	Percentage of Total
Death, Permanent	1210	26.2
Death, Temporary	1	0
Resignation, Permanent	1767	38.2
Resignation, Temporary	2	0
Expiry of contract, Permanent	1	0
Expiry of contract, Temporary	43	0.9
Dismissal-operational changes, Permanent	9	0.2
Discharged due to ill health, Permanent	739	16
Dismissal-misconduct, Permanent	410	8.9
Dismissal-misconduct, Temporary	1	0
Retirement, Permanent	431	9.3
Other, Permanent	13	0.3
TOTAL	4627	3.5 of 132 403

Table 5.4 Promotions by Critical Occupation

Occupation	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Administrative related	87	0	0	74	85.1
Aircraft pilots & related associate professionals	28	2	7.1	31	110.7
All artisans in the building metal machinery etc.	488	2	0.4	665	136.3
Appraisers-valuers and related professionals	1717	5	0.3	1763	102.7
Archivists curators and related professionals	0	0	0	3	0
Artisan project and related superintendents	57	0	0	36	63.2
Auxiliary and related workers	315	1	0.3	338	107.3
Building and other property caretakers	1204	1	0.1	1149	95.4
Bus and heavy vehicle drivers	8	0	0	10	125
Cashiers tellers and related clerks	0	0	0	4	0
Chaplain and related professionals	118	0	0	123	104.2
Chemists	332	2	0.6	336	101.2
Cleaners in offices workshops hospitals etc.	4269	0	0	4065	95.2
Client inform clerks (switchboard reception clerks)	366	3	0.8	400	109.3
Communication and information related	27	0	0	20	74.1
Composers musicians and singers	120	0	0	82	68.3
Compositors typesetters & related printing workers	0	0	0	1	0
Electrical and electronics engineering technicians	1	0	0	0	0
Engineering sciences related	1	0	0	1	100
Engineers and related professionals	3	0	0	1	33.3
Farm hands and labourers	63	0	0	60	95.2
Finance and economics related	98	2	2	72	73.5
Financial and related professionals	754	3	0.4	761	100.9
Financial clerks and credit controllers	909	26	2.9	933	102.6
Food services aids and waiters	1188	0	0	1131	95.2
Food services workers	88	0	0	95	108
General legal administration & rel. professionals	125	7	5.6	130	104
Head of department/chief executive officer	3	0	0	2	66.7
Health sciences related	3	0	0	2	66.7
Household and laundry workers	10	0	0	10	100
Housekeepers laundry and related workers	12	0	0	12	100
Human resources & organisat developm & relate prof	1614	9	0.6	1662	103
Human resources clerks	1292	51	3.9	1375	106.4
Human resources related	117	1	0.9	98	83.8
Information technology related	1	0	0	1	100
Inspectors of apprentices works and vehicles	1	0	0	0	0
Language practitioners interpreters & other commun	169	3	1.8	175	103.6
Legal related	19	0	0	10	52.6
Librarians and related professionals	10	1	10	11	110
Library mail and related clerks	833	40	4.8	820	98.4
Light vehicle drivers	17	0	0	28	164.7
Logistical support personnel	1302	0	0	1316	101.1
Material-recording and transport clerks	1552	22	1.4	1542	99.4
Messengers porters and deliverers	229	0	0	225	98.3
Motor vehicle drivers	12	0	0	9	75
Motorised farm and forestry plant operators	1	0	0	0	0

Natural sciences related	18	1	5.6	16	88.9
Other administrat & related clerks and organisers	10159	146	1.4	10381	102.2
Other administrative policy and related officers	60	0	0	45	75
Other information technology personnel.	13	0	0	13	100
Other occupations	37	1	2.7	23	62.2
Pharmacists	2	0	0	1	50
Police.	91710	3743	4.1	89008	97.1
Printing planners and production controllers	1	0	0	1	100
Psychologists and vocational counsellors	147	0	0	161	109.5
Public order policing	1	0	0	0	0
Rank: Cleaner i.	1	0	0	0	0
Rank: Constable	7	0	0	0	0
Rank: Constable.	12	0	0	0	0
Rank: Lance-sergeant	1	0	0	0	0
Rank: Laundry supervisor	1	0	0	0	0
Rank: Sergeant	2	0	0	0	0
Rank: Sergeant.	2	0	0	0	0
Rank: Unknown	977	0	0	0	0
Saps	3072	12	0.4	2090	68
Secretaries & other keyboard operating clerks	5480	78	1.4	5481	100
Security guards	10	0	0	7	70
Security officers	6	0	0	4	66.7
Senior managers	391	8	2	4	1
Social sciences related	17	0	0	13	76.5
Social work and related professionals	263	2	0.8	295	112.2
Statisticians and related professionals	2	0	0	2	100
Trade labourers	445	0	0	420	94.4
Trade related	3	0	0	3	100
Visible policing	0	0	0	1	0
TOTAL	132403	4172	3.2	127551	96.3

Table 5.5 Promotions by Salary Band

Salary Band	Employment at Beginning of Period	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Lower skilled (Levels 1-2), Permanent	8352	1	0	7876	94.3
Lower skilled (Levels 1-2), Temporary	2	0	0	1	50
Skilled (Levels 3-5), Permanent	28868	4025	13.9	30391	105.3
Skilled (Levels 3-5), Temporary	16	0	0	7	43.8
Highly skilled production (Levels 6-8), Permanent	89630	102	0.1	84853	94.7
Highly skilled production (Levels 6-8), Temporary	15	0	0	15	100
Highly skilled supervision (Levels 9-12), Permanent	4951	11	0.2	4393	88.7
Highly skilled supervision (Levels 9-12), Temporary	9	1	11.1	13	144.4
Senior management (Levels 13-16), Permanent	559	32	5.7	2	0.4
Senior management (Levels 13-16), Temporary	1	0	0	0	0
TOTAL	132403	4172	3.2	127551	96.3

Table 6.1 Total number of Employees (incl. Employees with disabilities) per Occupational Category as on 31 March 2004

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, Senior officials and managers (Perm)	149	24	35	182	20	2	6	33	451
Legislators, Senior officials and managers (Temp)	2	0	0	0	0	0	0	0	2
Professionals (Perm)	2 144	382	256	2 032	1 202	293	66	2 060	8 535
Professionals (Temp)	0	0	2	19	0	0	0	1	22
Clerks (Perm)	3 196	684	240	648	7 581	2 225	718	6 647	21 939
Clerks (Temp)	0	1	0	3	1	5	1	9	20
Service and sales workers (Perm)	57 125	8 516	0	18 558	8 214	1 793	468	3 758	99 335
Service and sales workers (Temp)	11	0	0	1	0	0	0	1	13
Craft and related trades workers (Perm)	240	42	46	422	8	0	0	12	770
Plant and machine operators and assemblers (Perm)	49	5	1	4	0	0	0	0	59
Elementary occupations (Perm)	3 760	582	25	76	2 251	518	15	58	7 285
Elementary occupations (Temp)	3	0	0	1	2	0	0	1	7
Other (Perm)	192	43	3	12	247	53	11	24	585
TOTAL	66 871	10 279	3 513	19 956	19 526	4 889	1 385	12 604	139 023
Employees with disabilities	4	2	1	9	4	2	1	4	27

Table 6.2 Total number of Employees (incl. Employees with disabilities) in each of the following occupational bands as on 31 March 2004

	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management (Perm)	12	2	2	9	2	0	1	2	30
Senior Management (Perm)	189	31	37	195	28	4	7	36	527
Senior Management (Temp)	2	0	0	0	0	0	0	0	2
Professionals (Perm)	1 178	220	242	2 131	207	50	49	648	4 726
Professionals (Temp)	0	0	1	14	0	0	0	0	15
Skilled technical and academically qualified work (Perm)	47 496	5 930	2 617	15 552	5 768	1 138	681	8 175	87 357
Skilled technical and academically qualified work (Temp)	4	0	1	7	0	0	0	5	17
Semi-skilled and discretionary decision making (Perm)	13 849	3 416	557	1 899	10 740	2 934	590	3 529	37 514
Semi-skilled and discretionary decision making (Temp)	7	1	0	2	2	5	1	7	25
Unskilled and defined decision making (Perm)	3 937	638	53	134	2 531	705	44	178	8 218
Unskilled and defined decision making (Temp)	3	0	0	1	1	0	0	0	5
Not available (Perm)	193	43	3	12	247	53	12	24	597
TOTAL	66 871	10 279	3 513	19 956	19 526	4 889	1 385	12 604	139 023

Table 6.3 Recruitment for the period 1 April 2003 to 31 March 2004

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Senior Management, Permanent	1	0	0	1	0	3	0	0	3	0	4
Senior Management, Temporary	1	0	0	1	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management, Permanent	1	1	0	2	1	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management, Temporary	0	0	0	0	5	0	0	0	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	121	8	2	131	8	67	12	4	83	5	227

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	0	0	1	1	4	0	0	0	0	3	8
Semi-skilled and discretionary decision making, Permanent	3697	793	64	4554	222	2064	415	63	2542	181	7499
Semi-skilled and discretionary decision making, Temporary	0	2	0	2	2	2	10	2	14	4	22
Unskilled and defined decision making, Permanent	1815	505	41	2361	177	1113	327	30	1470	107	4115
Unskilled and defined decision making, Temporary	10	0	0	10	1	21	1	0	22	0	33
Not Available, Permanent	1	1	0	2	0	0	0	0	0	0	2
TOTAL	5647	1310	108	7065	420	3270	765	99	4134	300	11919
	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Employees with disabilities	1	0	0	1	0	0	0	0	0	1	2

Table 6.4 Promotions for the period 1 April 2003 to 31 March 2004

Occupational Bands	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Top Management, Permanent	3	0	0	3	0	0	0	0	0	0	3
Senior Management, Permanent	12	1	2	15	1	9	0	2	11	4	31
Professionally qualified and experienced specialists and mid-management, Permanent	1138	218	233	1589	1880	214	50	50	314	621	4404
Professionally qualified and experienced specialists and mid-management, Temporary	0	0	1	1	12	0	0	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	45764	5827	2561	54152	15280	5610	1127	678	7415	8148	84995
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	4	0	0	4	8	0	0	0	0	4	16
Semi-skilled and discretionary decision making, Permanent	11894	3254	530	15678	1937	10050	2816	575	13441	3489	34545
Semi-skilled and discretionary decision making, Temporary	1	0	0	1	1	0	0	0	0	5	7
Unskilled and defined decision making, Permanent	3848	627	50	4525	131	2438	691	44	3173	180	8009
Unskilled and defined decision making, Temporary	0	0	0	0	0	1	0	0	1	0	1
TOTAL	62664	9927	3377	75968	19250	18322	4684	1349	24355	12451	132024
	Male, African	Male, Coloured	Male, Indian	Male, Total Blacks	Male, White	Female, African	Female, Coloured	Female, Indian	Female, Total Blacks	Female, White	Total
Employees with disabilities	4	2	1	7	10	4	2	1	7	5	29

Table 6.5 Terminations for the period 1 April 2003 to 31 March 2004

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management, Permanent	1	1	0	1	0	0	0	0	3
Senior Management, Permanent	9	1	0	17	0	1	0	1	29
Professionally qualified and experienced specialists and mid-management, Permanent	27	5	10	111	2	0	0	2	157
Professionally qualified and experienced specialists and mid-management, Temporary	0	0	0	1	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	1235	152	91	898	80	16	10	106	2788
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Temporary	0	0	0	1	0	0	0	0	1
Semi-skilled and discretionary decision making, Permanent	508	60	16	114	72	20	12	104	906
Semi-skilled and discretionary decision making, Temporary	1	1	0	1	1	5	1	7	17
Unskilled and defined decision making, Permanent	235	68	13	41	168	37	8	213	783
Unskilled and defined decision making, Temporary	8	0	0	0	21	1	0	22	52
TOTAL	2024	288	130	1185	344	80	31	455	4537

Table 6.6 Disciplinary Action - 1 April to 30 September 2003 *

Disciplinary action	Total
Correctional counselling	67
Verbal warning	867
Written warning	603
Final written warning	88
Postponement of sanction/Suspension without pay	18
Fine	270
Demotion	4
Dismissal	126
Not guilty	931
Case withdrawn	1206
Found guilty	19
TOTAL	4199

* Statistics pertaining to race, gender and salary levels was kept as from October 2003 onwards

Table 6.7 Skills Development for the period 1 April 2003 to 31 March 2004

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	119	22	19	154	12	2	4	19	351
Professionals	1024	181	132	896	627	157	100	675	3792
Technicians and associate professionals	424	39	41	342	189	54	21	206	1316
Clerks	2517	593	205	684	6139	1351	598	3992	16079
Service and sales workers	27690	4465	2109	8411	5005	1387	465	1784	51316
Skilled agriculture and fishery workers									
Craft and related trades workers	131	18	21	167	3			9	349
Plant and machine operators and assemblers	16								16
Elementary occupations	1056	392	14		851	104	2	12	2431
Total	32977	5710	2541	10654	12826	3055	1190	6697	75650
Employees with disabilities									15

Table 7.1 Performance Reward by race, gender, and disability, 1 April 2003 to 31 March 2004

	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
African, Female	2 689	19 522	13.8	11,230	4,176
African, Male	6 273	66 867	9.4	30,653	4,886
Asian, Female	489	1 384	35.3	2,323	4,750
Asian, Male	939	3 512	26.7	4,948	5,269
Coloured, Female	752	4 887	15.4	3,016	4,011
Coloured, Male	1 217	10 277	11.8	5,913	4,859
Total Blacks, Female	3 930	25 793	15.2	16,569	4,216
Total Blacks, Male	8 429	80 656	10.5	41,514	4,925
White, Female	3 901	12 600	31	18,820	4,824
White, Male	3 711	19 947	18.6	21,321	5,745
Employees with a disability	5	27	18.5	22	4,398
TOTAL	19 976	139 023	14.4	98,246	4,918

Table 7.2 Performance Reward by Salary Band for Personnel below Senior Management Service

Salary Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Lower skilled (Levels 1-2)	1 260	8 283	15.2	3,781	3,001
Skilled (Levels 3-5)	3 425	38 060	9	12,688	3,705
Highly skilled production (Levels 6-8)	13 773	87 380	15.8	69,204	5,025
Highly skilled supervision (Levels 9-12)	1 285	4 741	27.1	9,526	7,413
TOTAL	19 743	138 464	14.3	95,199	4,822

Table 7.3 Performance Reward by Critical Occupation

Critical Occupation	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)
Administrative related	24	88	27.3	184	7,667
Aircraft pilots & related associate professionals	1	35	2.9	8	8,000
All artisans in the building metal machinery etc.	97	730	13.3	498	5,134
Appraisers-valuers and related professionals	661	2117	31.2	3,602	5,449
Artisan project and related superintendents	3	35	8.6	21	7,000
Auxiliary and related workers	62	357	17.4	213	3,435
Building and other property caretakers	158	1198	13.2	481	3,044
Chaplain and related professionals	24	133	18	143	5,958
Chemists	102	342	29.8	549	5,382
Cleaners in offices workshops hospitals etc.	743	4198	17.7	2,256	3,036
Client inform clerks(switchb receipt inform clerks)	89	425	20.9	340	3,820
Communication and information related	7	17	41.2	56	8,000
Composers musicians and singers	32	118	27.1	155	4,844
Engineering sciences related	1	1	100	8	8,000
Engineers and related professionals	1	2	50	8	8,000
Farm hands and labourers	7	65	10.8	21	3,000
Finance and economics related	21	73	28.8	162	7,714
Financial and related professionals	308	839	36.7	1,687	5,477
Financial clerks and credit controllers	300	1048	28.6	1,270	4,233
Food services aids and waiters	182	1120	16.3	551	3,027
Food services workers	25	93	26.9	87	3,480
General legal administration & rel. professionals	29	133	21.8	194	6,690
Health sciences related	1	2	50	7	7,000
Household and laundry workers	2	10	20	7	3,500
Housekeepers laundry and related workers	5	12	41.7	22	4,400
Human resources & organisat developm & relate prof	715	1856	38.5	3,978	5,564
Human resources clerks	515	1711	30.1	2,201	4,274
Human resources related	46	114	40.4	377	8,196
Language practitioners interpreters & other commun	64	247	25.9	350	5,469
Librarians and related professionals	1	11	9.1	4	4,000
Library mail and related clerks	254	860	29.5	992	3,906
Light vehicle drivers	2	48	4.2	7	3,500
Logistical support personnel	399	1514	26.4	2,157	5,406
Material-recording and transport clerks	429	1701	25.2	1,769	4,124
Messengers porters and deliverers	65	248	26.2	202	3,108
Motor vehicle drivers	1	10	10	3	3,000
Natural sciences related	6	17	35.3	49	8,167
Other administrat & related clerks and organisers	2153	10467	20.6	8,715	4,048

Other administrative policy and related officers	17	42	40.5	93	5,471
Other information technology personnel.	4	11	36.4	20	5,000
Other occupations	6	26	23.1	45	7,500
Police.	10472	97316	10.8	53,421	5,101
Psychologists and vocational counsellors	11	167	6.6	57	5,182
Saps	496	1916	25.9	3,754	7,569
Secretaries & other keyboard operating clerks	1125	5725	19.7	4,436	3,943
Security guards	2	9	22.2	6	3,000
Security officers	3	4	75	15	5,000
Senior managers	191	445	42.9	2,567	13,440
Social sciences related	4	12	33.3	29	7,250
Social work and related professionals	46	288	16	254	5,522
Statisticians and related professionals	1	2	50	8	8,000
Trade labourers	57	428	13.3	172	3,018
Trade related	1	2	50	8	8,000
TOTAL	19971	138388	14.4	98219	4918

Table 7.4 Performance Related Rewards (Cash Bonus) by Salary Band for Senior Management Service

SMS Band	Number of Beneficiaries	Total Employment	Percentage of Total Employment	Cost (R'000)	Average Cost per Beneficiary (R)	% of SMS Wage Bill	Personnel Cost SMS (R'000)
Band A	143	389	36.8	1,764	1,234	1	173,438
Band B	61	140	43.6	844	1,384	1.4	59,529
Band C	24	29	82.8	418	1,742	2.5	16,548
TOTAL	228	558	40.9	3026	1327.2	1.2	249515

Table 8.1 Foreign Workers by Salary Band

Salary Band	Employment at Beginning Period	Percentage of Total	Employment at End of Period	Percentage of Total	Change in Employment	Percentage of Total	Total Employment at Beginning of Period	Total Employment at End of Period	Total Change in Employment
Lower skilled (Levels 1-2)	0	0	0	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	0

Table 8.2 Foreign Workers by Major Occupation

Salary Band	Employment at Beginning Period	Percentage of Total	Employment at End of Period	Percentage of Total	Change in Employment	Percentage of Total	Total Employment at Beginning of Period	Total Employment at End of Period	Total Change in Employment
Administrative office workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
National security and custodian personnel	0	0	0	0	0	0	0	0	0
Professionals and managers	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	0

Table 9.1 Sick Leave for Jan 2003 to Dec 2003

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Sick Leave	% of Total Employees using Sick Leave	Average Days per Employee	Estimated Cost (R'000)	Total number of Employees using Sick Leave	Total number of days with medical certification
Lower skilled (Levels 1-2)	35993	83.6	4868	5.9	7	4,486	82654	30077
Skilled (Levels 3-5)	159885	81.2	21721	26.3	7	26,068	82654	129751
Highly skilled production (Levels 6-8)	385901	87.6	53306	64.5	7	123,385	82654	338187
Highly skilled supervision (Levels 9-12)	18466	87.6	2480	3	7	10,320	82654	16171
Senior management (Levels 13-16)	1996	92.3	279	0.3	7	3,216	82654	1843
TOTAL	602241	85.7	82654	100	7	167475	82654	516029

Table 9.2 Disability Leave (Temporary and Permanent) for Jan 2003 to Dec 2003

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Sick Leave	% of Total Employees using Sick Leave	Average Days per Employee	Estimated Cost (R'000)	Total number of Employees using Sick Leave	Total number of days with medical certification
Lower skilled (Levels 1-2)	3 629	99.2	142	7	26	450	3 599	2,029
Skilled (Levels 3-5)	4 314	100	266	13.1	16	802	4 313	2,029
Highly skilled production (Levels 6-8)	45 299	99.8	1 511	74.5	30	14,401	45 214	2,029
Highly skilled supervision (Levels 9-12)	4 584	99.9	93	4.6	49	2,729	4 581	2,029
Senior management (Levels 13-16)	1 088	100	17	0.8	64	1,676	1 088	2,029
TOTAL	58 914	99.8	2 029	100	29	20,058	58 795	2,029

Table 9.3 Annual Leave for Jan 2003 to Dec 2003

Salary Band	Total Days Taken	Average per Employee	Employment
Lower skilled (Levels 1-2)	167 286	22	7 709
Skilled (Levels 3-5)	485 260	18	27 360
Highly skilled production (Levels 6-8)	1 888 765	23	81 736
Highly skilled supervision (Levels 9-12)	114 116	25	4 604
Senior management (Levels 13-16)	12 776	23	551
TOTAL	2 668 203	22	121 960

Table 9.4 Capped Leave for Jan 2003 to Dec 2003

	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2003	Number of Employees	Total number of capped leave available at 31 December 2003	Number of Employees as at 31 December 2003
Lower skilled (Levels 1-2)	-	0	61	14,724	351 878	5 739
Skilled (Levels 3-5)	9 113	1	28	14,724	250 891	8 875
Highly skilled production (Levels 6-8)	97 182	7	96	14,724	8 204 177	85 469
Highly skilled supervision (Levels 9-12)	7 420	1	130	14,724	613 197	4 700
Senior management (Levels 13-16)	591	0	154	14,724	84 443	547
TOTAL	114 306	8	90	14 724	9 504 586	105 330

Table 9.5 Leave Payouts

Salary Band	Total Days Taken	Average per Employee	Employment
Leave payout for 2003/04 due to non-utilisation of leave for the previous cycle	787	155	5 077
Capped leave payouts on termination of service for 2003/04	167	2	83 500
Current leave payout on termination of service for 2003/04	10	270	37
TOTAL	964	427	2 258