

HUMAN RESOURCES MANAGEMENT

1. SERVICE DELIVERY

The following tables reflect the components of the Service Delivery Improvement Plan (SDIP) as well as progress made in the implementation of the plans.

TABLE 1.1 *Main Service for Service Delivery Improvement and Standards¹*

| MAIN SERVICE | ACTUAL / POTENTIAL CUSTOMERS ² | STANDARD OF SERVICE | ACTUAL ACHIEVEMENTS IN RELATION TO SET STANDARDS |
|--|--|--|---|
| Preventing crime | Every individual, group or government department affected by crime and violence. | The SAPS has set the following standards: | |
| Combating crime | Services include those the SAPS is compelled to render in terms of existing legislation and mandate in terms of section 205 of the Constitution, for example, | | |
| Investigating crime | <ul style="list-style-type: none"> o South African Police Service Act, 1995, (Act No. 68 of 1995); | <ul style="list-style-type: none"> • Sector Policing established at 169 High Contact Crime stations by 2006/2007. | <ul style="list-style-type: none"> • Sector Policing: has been fully implemented on a 24 hour basis in 716 (76%) of the 942 sectors at the 169 High Contact Crime stations. |
| Maintaining crime | <ul style="list-style-type: none"> o Protection of Constitutional Democracy Against Terrorist and Related Activities Act, 2004 (Act No. 33 of 2004); | | |
| Maintaining the public order | <ul style="list-style-type: none"> o Firearms Control Act, 2000 (Act No. 60 of 2000); | <ul style="list-style-type: none"> • Establish proactive partnership at 169 priority stations by 2006/2007. | <ul style="list-style-type: none"> • 594 Victim Friendly Facilities has been established, 454 police members were trained in victim empowerment. • Implementation of partnerships (social crime prevention) such as the anti-rape strategy (67 awareness campaigns), implementation of domestic violence Act; Youth Crime Capacity Building programme i.e. establishment of a centre for homeless children in Goodwood (Western Cape); Violent Prevention Programme, i.e. Morale Regeneration Programme; Local Crime Prevention Programme, where SAPS participates in the implementation of the Integrated Sustainable Rural Development Programme. |
| Protecting and securing the inhabitants of the Republic and their property | <ul style="list-style-type: none"> o Explosives Act, 1956 (Act No. 26 of 1956); o Tear-gas Act, 1964 (Act No. 16 of 1964); o Dangerous Weapons Act, 1968 (Act No. 71 of 1968); | | |
| Upholding and enforcing the law | <ul style="list-style-type: none"> o Control of Access to Public Premises and Vehicles Act, 1985 (Act No. 53 of 1985); | | |
| Performing administrative duties | <ul style="list-style-type: none"> o National Key Points Act, 1980 (Act No. 102 of 1980); o Intimidation Act, 1982 (Act No. 72 of 1982); and o Second-hand Goods Act, 1955 (Act No. 23 of 1955) | | |

1. *The SAPS Service Delivery Improvement Programme (SDIP) is developed as directed by Regulation 14 of the Regulations for the South African Police Service. It reflects implementation of the Batho Pele principles as indicated in Tables 1.1 to 1.5.*

2. *Actual and potential clients of the SAPS cannot be separated, as the SAPS is mandated to serve all people in South Africa.*

| MAIN SERVICE | ACTUAL / POTENTIAL CUSTOMERS ² | STANDARD OF SERVICE | ACTUAL ACHIEVEMENTS IN RELATION TO SET STANDARDS |
|--------------|--|--|--|
| | <ul style="list-style-type: none"> o The Private Security Industry Regulation Act, 2001 (Act No.56 of 2001); o The Criminal Procedure Act, 1977 (Act No. 51 of 1977); o The Interception and Monitoring Prohibition Act, 1992 (Act No. 127 of 1992); o The National Strategic Intelligence Act, 1994 (Act No. 39 of 1994); o The Domestic Violence Act, 1998 (Act No. 116 of 1998); o The Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004). | <ul style="list-style-type: none"> • Recovery of 85% of stolen firearms by 2006/2007. | <ul style="list-style-type: none"> • 14 682 Firearms were reported lost/stolen, of these 13 120 were recovered and a total of 160 718 firearms were destroyed by SAPS by 2006/2007. |
| | | <ul style="list-style-type: none"> • Recovery of 46% of stolen vehicles by 2006/2007. | <ul style="list-style-type: none"> • Out of 91 217 stolen/robbed vehicles, 40 589 were recovered in 2006/2007. |
| | | <ul style="list-style-type: none"> • Reduce contact crimes i.e. murder, attempted murder, assault GBH, common assault and rape by 7% in 2006/2007.0 | <ul style="list-style-type: none"> • There is a reduction in some of the contact crimes, i.e. rape -4.2%, attempted murder -2.0%, assault with GBH -3.9%, common assault -7.7%, indecent assault -4.5%, common robbery -4.8%, burglary at residential premises -4.9% and theft out or from motor vehicles -10.8%. |
| | | <ul style="list-style-type: none"> • Maintain or increase 21% of cases to court in 2006/2007. | <ul style="list-style-type: none"> • Cases to court increase to 32%. |
| | | <ul style="list-style-type: none"> • Maintain or increase 33% priority crime detection rate by 2006/2007. | <ul style="list-style-type: none"> • Detection rate increase to 42%. |
| | | <ul style="list-style-type: none"> • Maintain or increase a detection rate of 40% and 42% for sexual offences and assaults against children and women | <ul style="list-style-type: none"> • A target of 64% for children and 71% for women were achieved. |

| MAIN SERVICE | ACTUAL / POTENTIAL CUSTOMERS ² | STANDARD OF SERVICE | ACTUAL ACHIEVEMENTS IN RELATION TO SET STANDARDS |
|--------------|---|---|---|
| | | <ul style="list-style-type: none"> Maintain or increase charges to court of 30% and 40% for sexual offences and assaults against children and women. | <ul style="list-style-type: none"> A target of 46% for children and 53% for women were achieved. |
| | | <ul style="list-style-type: none"> Report of offenders previous convictions to be generated within the time frame of 30 days in 2006/2007. | <ul style="list-style-type: none"> 83% of SAPS previous conviction reports were generated within 30 days. |
| | | <ul style="list-style-type: none"> Maintain or increase 22% of commercial crime cases to court and 34% detection rate by 2006/2007. | <ul style="list-style-type: none"> Commercial crime: 24% of cases to court and 38% detection rate were achieved. |

TABLE 1.2 Consultation arrangements with clients

| TYPE OF ARRANGEMENTS | CLIENTS | ACTUAL ACHIEVMENTS |
|---|--|--|
| IMBIZOS : <ul style="list-style-type: none"> Firearms Control | Businesses dealing in firearms, the security sector industry, public museums, game ranchers, hunting businesses and theatrical, film and television companies on the renewal of firearm licences | Imbizos unfolded in all nine provinces as follows: 28 August 2006: Polokwane in Limpopo, 30 August 2006: Mmabatho in North West, 01 September 2006: Potchefstroom in North West, 04 September 2006: Bloemfontein in the Free State, 05 September 2006: Kimberley in the Northern Cape, 07 September 2006: Middelburg in Mpumalanga, 08 September 2006: Nelspruit in Mpumalanga, 12 September 2006: Roodepoort in Gauteng, 13 September 2006: Modderfontein in Gauteng, 18 September 2006: Cape Town in the Western Cape, 19 September 2006: Port Elizabeth in the Eastern Cape, 20 September 2006: Durban in KwaZulu-Natal, and 22 September 2006: Mthatha in the Eastern Cape. |
| <ul style="list-style-type: none"> Drug awareness campaign | School going children | 12 schools around Pretoria area converged at Garsfontein High school on the 25th May 2006 for the launch of the Drug Awareness campaign led by Deputy Minister for Safety and Security, Susan Shabangu |

| TYPE OF ARRANGEMENTS | CLIENTS | ACTUAL ACHIEVEMENTS |
|---|--|---|
| <ul style="list-style-type: none"> Child Protection Week | Victims of crimes, children and the general public | An event aimed at safeguarding children was held in Delft, Western Cape and was led by Deputy Minister Shabangu. The Component Social Crime Prevention visited homes of children united with their families in the Western Cape and visited the centre for homeless kids which are managed by the SAPS. The budget vote for the Department of Safety and Security on the 1 June 2006 featured the 66 children that were united with their parents /guardians, formerly living in the streets. |
| <ul style="list-style-type: none"> Crime Prevention | | <p>Two Imbizo's on general crime trends were held with the different communities of Brits. The Imbizo's were preceded with radio interviews on SABC, not only inviting the community, but also making them aware of the role they must play in addressing the identified crimes.</p> <p>Ministerial Launch of the ACT - Against Crime Together campaign in Delft, Western Cape.</p> <p>In Limpopo 38 Traditional Offices were visited.</p> |
| <ul style="list-style-type: none"> Consultative and informative arrangements | CPF Forums and sector forums | Partnerships with communities and businesses have being established through CPF's and sector crime forums. |

TABLE 1.3 Service Delivery access strategies

| ACCESS STRATEGY | ACTUAL ACHIEVEMENTS |
|---|--|
| Upgrading Police stations to increase communities' access to services such as victim-friendly facilities. | A total of 594 Victim Friendly Facilities were established at police stations throughout the country. |
| Signage | Various police stations signage with respect to the directions to police stations and other government buildings, example, Provincial and police stations in terms of directions to service delivery points, such as Firearms Licensing and applications, Community Service Centres (CSC), Detectives, Station Commissioners, etc. |
| Sector Policing | To enhance service delivery at grass-root levels the following sectors were fully implemented: <ul style="list-style-type: none"> 716 (76%) of the 942 sectors at the 169 High Contact Crime stations. |
| Flexible hours | The fully implementation of sector policing which includes that all operational units at the section i.e. Crime Prevention, Detective Services and Community Service Centre personnel are deployed to the respective sectors on a 24hour basis and therefore remain dedicated to a particular sector. |
| Recruiting reservists | <p>A revised reservist system was developed and implemented to support the increasing of reservists within the SAPS and which will provide for the call-up and future payment of reservists. Reservists are being called-up to address priority crimes, policing of hot spots, rural and urban safety, big events, community service centre duties and the enhancement of visible policing. The total number of reservists recruited for the 2006/2007 financial year is 35 285 which bring the total number of reservists to 44 356. Reservists will be utilized as follows:</p> <p>Category A: Functional deployment</p> <p>Category B: Deployed as support personnel in stations</p> <p>Category C: Specialized support functions e.g. doctors and pilots</p> <p>Category D: Rural and Urban Safety</p> |

| ACCESS STRATEGY | ACTUAL ACHIEVEMENTS |
|--|--|
| Implementing a full scale interpreting service | <p>Implementing of a full scale language service:</p> <ul style="list-style-type: none"> • The SAPS implemented the TISSA telephone interpreting service at police stations countrywide, (terminated in October 2006). • The SAPS trained 427 members in South African Sign Language, 439 members in Business Writing Skills and 31 members in African Language Communication. • The SAPS offers professional in-house translation, editing and interpreting services in isiZulu, Sepedi, Xitsonga, Tshivenda, as well as English and Afrikaans. <p>Requests for language services in any other language are outsourced.</p> |
| Upgrading electronic access through the SAPS Website | <p>Contact can now be made with the majority of police stations through the SAPS Internet www.saps.gov.za by e-mail. The public can now electronically:</p> <ul style="list-style-type: none"> • Provide praise for the SAPS • Provide information on criminal activity or suspects involved in a crime • Enquire regarding progress in a case • Complain about SAPS Service Delivery • Complain about SAPS corruption/ fraud-related activities • Provide information or complaints concerning missing persons • Provide information on 419 scams • Provide firearms-related information • Report child pornography • Obtain clearance certificates • Apply for police civilian recruitment • Lodge general enquiries, comments and suggestions • Comment on the SAPS website |

TABLE 1.4 Complaints mechanism

| COMPLAINTS MECHANISM | ACTUAL ACHIEVEMENTS |
|--|---|
| SAPS Website Complaints Mechanism | <p>Complaints can now be made either directly to the majority of police stations or through the SAPS Internet (www.saps.gov.za) by e-mail. The public can now complain electronically about</p> <ul style="list-style-type: none"> • SAPS service delivery • SAPS Corruption / fraud-related activities <p>Inaction regarding missing persons.</p> |
| 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. |
| Telephone 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. |
| Suggestion Boxes | Suggestion boxes have been put up at the majority of police stations where the public can lodge complaints or providing information to the police on how to improve their services to the public |

| COMPLAINTS MECHANISM | ACTUAL ACHIEVEMENTS |
|-------------------------|--|
| Museum Suggestion Boxes | Have been placed at the various museums and the positive criticism is welcome for the improvement of service delivery. |
| Grievance procedures | Grievance procedures are being implemented within the SAPS |

TABLE 1.5 Service Information Tool

| TYPE OF INFORMATION TOOLS | ACTUAL ACHIEVEMENTS | | | | | | | | |
|---|---|-------------------------------|--------------|------------|-------------|-----------------------|-------|---------------------------|--------------|
| Printed information products and promotional items | <p>The public was informed about renewal of firearm licences, donation of suitable dogs to the SAPS, children's rights and safety, preventing domestic violence and sexual offences, drug awareness, general crime prevention hints, preventing and reporting stolen goods, reservists, protection and security issues, the abuse of the 10111 emergency number, liquor awareness – to name but a few – through mediums such as posters, leaflets, school diaries and a variety of promotional items that were distributed during SAPS projects. Most information products were produced in all the official languages.</p> <p>The following service delivery contact numbers were publicised on these materials:</p> <table border="0"> <tr> <td>National Firearms Call Centre</td> <td>012 353 6111</td> </tr> <tr> <td>Crime Stop</td> <td>08600 10111</td> </tr> <tr> <td>SAPS emergency number</td> <td>10111</td> </tr> <tr> <td>Dog Donations Call Centre</td> <td>012 808 8644</td> </tr> </table> <p>Posters regarding contact crimes have been distributed to stations. These present the rights of the members as well as the rights of the public. Pamphlets were also distributed at roadblocks conducted and include those of ACT- Against Crime Together, Be smart Be safe, Rural Safety and safety hints for the tourist.</p> | National Firearms Call Centre | 012 353 6111 | Crime Stop | 08600 10111 | SAPS emergency number | 10111 | Dog Donations Call Centre | 012 808 8644 |
| National Firearms Call Centre | 012 353 6111 | | | | | | | | |
| Crime Stop | 08600 10111 | | | | | | | | |
| SAPS emergency number | 10111 | | | | | | | | |
| Dog Donations Call Centre | 012 808 8644 | | | | | | | | |
| Monthly salary advices and envelopes for SAPS personnel | Messages of importance to all SAPS personnel are printed on salary advices and salary envelopes and reach each personnel member personally every month. | | | | | | | | |
| Annual SAPS calendar | Messaging related to priorities and objectives of the SAPS are printed on SAPS desk calendars and distributed to all SAPS personnel in January. | | | | | | | | |
| Commercial advertising | <p>The public was informed of the renewal of firearm licences through extensive national radio campaigns and advertising in the Sunday and daily press.</p> <p>Outdoor billboards and print advertising in Sunday and community newspapers were used to promote dog donations to the SAPS.</p> <p>An outdoor billboard campaign was flighted to promote the 16 Days of Activism against Women and Child Abuse nationally.</p> <p>To celebrate National Police Day 2006 a print advertising campaign was placed in national daily papers promoting the Crime Stop 08600 10111 number.</p> <p>Crime prevention messaging was incorporated into learning material in two educational newspaper supplements aimed at children from Grade 0-3 and 8 to 14 years respectively. These supplements are used as teaching aids by teachers and parents.</p> | | | | | | | | |
| Outside television and radio broadcasts | In celebration of National Police Day 2006 a live broadcast was presented on 27 January from Cape Town on 93 community radio stations. | | | | | | | | |

| TYPE OF INFORMATION TOOLS | ACTUAL ACHIEVEMENTS |
|---|---|
| Projects | <p><u>Schools SAPS Diary Project.</u> The SAPS produced 50 000 school diaries which were handed out to Grade 12 pupils at schools situated in the 169 priority station precincts. The diaries are aimed at creating partnerships with children in the fight against crime and at the same time inform them of their rights and obligation in relation to safety and security matters.</p> <p><u>Motswedi Literacy Project:</u> Members participate within the project - creative writing competition. The project itself has a cathartic experience in itself - engender professionalism and development of their inner self.</p> <p><u>Festive Season Campaigns:</u> Community outreach campaigns were conducted during the festive season period where crime prevention information and ID bands for children were handed out at Petrol refill stations on the main hi-way routes and tollgates.</p> <p>Other projects held include -</p> <ul style="list-style-type: none"> • National Police Day (Phillippi, Kanyamazane) • SAPS Commemoration Day - June 2006 • Anti drug campaigns • Child Protection week • Missing children campaigns • 16 Days of Activism • Safety of Tourists • “Khulumanathi Project” in Mpumalanga where SAPS interact with the Community on crimes against Women and Children in eMbalenhle, Tonga, Kabokweni, Dientjie and Sakhile. • Launch of Thusano Integrated in Witbank (partnership with traffic, eMalahleni Municipality, Radio Kragbron) • Mpumalanga Community Ambassadors project at station level, where by the Ambassadors address the Community on crime at churches, taxi ranks and other gatherings and Community in Blue Project for recruitment of reservists. |
| Upgrading electronic access through the SAPS Website: | <p>Contact can now be made with the majority of police stations through the SAPS Internet www.saps.gov.za via e-mail. The public can now electronically:</p> <ul style="list-style-type: none"> • Provide praise for the SAPS • Provide information on criminal activity of suspects involved in a crime • Enquire regarding progress in a case • Complain about SAPS Service Delivery • Complain about SAPS corruption/ fraud-related activities • Provide information or complaints concerning missing persons • Provide information on 419 scams • Provide firearms-related information • Report on child pornography/ abuse • Enquire on clearance certificates • Apply for police civilian recruitment • Lodge general enquiries, comments and suggestions • Comment on the SAPS Website |

| TYPE OF INFORMATION TOOLS | ACTUAL ACHIEVEMENTS |
|---------------------------|--|
| SAPS Website | <p>The following can be found on the website:</p> <ul style="list-style-type: none"> • SAPS Strategic plan • SAPS Annual Report • Crime statistics • Information on organizational structures geographical information and telephone numbers of police officials and stations • Children's Corner • Careers and vacant posts • Newsworthy information • Press releases and speeches • SAPS Journal • Crime prevention hints |
| POLTV: | <p>This is an in-house broadcast media designed to facilitate internal communication in the SAPS. This medium serves as a platform for police management to communicate with its employees through interactive media. Programs are produced weekly on topics such as training, best practices, conditions of services, crime combating challenges etc. The program also provides support to community outreach projects. Reception of broadcast is facilitated through the DSTV network and currently there are 570 reception points nationally.</p> |
| SAPS Bands | <p>SAPS bands held 1 207 performances and provide valuable support to Youth Day celebrations, Imbizo's various Embassy Day Celebrations, Opening of Legislatures, Graduation Ceremonies of students, opening of Police Stations, Funerals of police staff, SAPS projects-Woman Against Violence/16 days of Activism/Child Abuse, and school concerts in conjunction with local SAPS representations on drug abuse and crime prevention.</p> |
| SAPS Journal on line | <p>An independent web-site designed to publish SAPS successes on a daily basis to the community was launched in January 2007. The site serves as a medium to demonstrate to the community that crime is being tackled vigorously and each province publishes its successes daily. The site conveys crime hints and tips as well as topics on community policing.</p> |
| SAPS Choirs | <p>The National SAPS Polmusca festival was held in Kwa Zulu Natal and it is believed that this contributed in some way to the decrease of specific crimes in the Umlazi townships. The general perceptions of the community towards the SAPS were changed and the relationship with the business sector in the CBD of Durban strengthened by the presence and presentation of Polmusca in the City of Durban.</p> |

| TYPE OF INFORMATION TOOLS | ACTUAL ACHIEVEMENTS |
|--|--|
| Exhibitions | <p>48 exhibitions were conducted of which 10 were international shows and 22 national shows. Through these exhibitions millions of members of the public were reached in communicating key messages, crime prevention and awareness information. The following national and international exhibitions received awards for the exhibition display, graphic design, layout and manning:</p> <ul style="list-style-type: none"> • Bloemfontein show - Gold award • Rand Easter show - Gold award • International Pretoria show - Gold award (the 8th time in a row) • Golden Triangle show - Gold award • Zululand show - Gold award • Polokwane show - Gold award and best overall winner <p>Hundreds of smaller exhibitions and open day events were conducted at station level. As example, 19 exhibitions were held throughout the North West province at schools, business centres, churches, taxi ranks and open days, where focus was placed on the Firearms Control Act, women and child abuse, domestic violence, priority crimes and promoting the corporate image of the SAPS. 68 Exhibitions were conducted in the Western Cape including at the Navy Festival in Simonstown, Riversdal and Swellendam Agricultural Shows, Cape Summer Show Killarney, Ysterplaat Air show and the Robbertson Lente Skou.</p> <p>Like in other provinces, Mpumalanga held exhibitions at shows in Bethal, Standerton, Middelburg, Lydenburg, Lowveld and Nelspruit and Drug Awareness Week at Correctional Services.</p> <p>SAPS Exhibition displays at major shopping centres during school holidays and peak season periods were successful in providing crime prevention and related information to the community.</p> |
| SAPS Museums | <p>The Museums showcases the positive aspects of policing as well as achievements. The focus is aimed on educating and building partnerships.</p> <p>Museums use static displays and exhibitions, comprising artefacts and documented information. The Museums showcases the positive aspects of policing as well as achievements.</p> |
| Informative infra structural development | <p>Sharing of regulatory information with 400 stations equipped with close collections of information</p> <p>Online full text access to all the informative resources of SAPS</p> |

| TYPE OF INFORMATION TOOLS | ACTUAL ACHIEVEMENTS |
|---------------------------|---|
| Media Liaison | <p>All preparatory meetings for securing the FIFA Soccer World Cup 2010 are attended and various interviews conducted with foreign media.</p> <p>Between 15 and 18 October 2006, 20 journalists attended Operation Rachel in Mozambique resulting in extensive international positive publicity on SAPS efforts to combat the proliferation of small arms in the Southern African Region.</p> <p>Media support given to Border Control Operational Coordinating Committee festive season operation to prevent possible congestion at the country's busiest land border posts.</p> <p>Media campaign launch highlighting various successes against serious and violent criminals.</p> <p>On 1 July 2006 a Railway Policing operation, involving deployment of members on long distance trains, was launched.</p> <p>Extensive media support provided on range of subjects including four police officers slain in Jeppestown in June 2006, escape and dramatic re-arrest of Boeremag treason trialists, Captain Thandeka Majola's achievement of becoming the first woman in the SAPS and SANDF to successfully complete the Basic Free-Fall parachuting course with the world renowned 44 Brigade of the SANDF.</p> |

2. EXPENDITURE

The following tables summarize final audited expenditure by programme (Table 2.1) and by salary bands (Table 2.2). In particular, it provides an indication of the amount spent on personnel costs in terms of each of the programmes or salary bands within the department.

TABLE 2.1 Personnel costs by programme, 1 April 2006 to 31 March 2007

| PROGRAMME | TOTAL EXPENDITURE (R'000) | COMPENSATION OF EMPLOYEES (R'000) | TRAINING EXPENDITURE (R'000) | COMPENSATION OF EMPLOYEES AS A PERCENT OF TOTAL EXPENDITURE (R'000) | AVERAGE COMPENSATION OF EMPLOYEES COST PER EMPLOYEE (R'000) | EMPLOYMENT |
|------------------------|---------------------------|-----------------------------------|------------------------------|---|---|----------------|
| 1. Administration | 10,630,361 | 6,206,338 | 692,896 | 19.1% | 201 | 30 832 |
| 2. Visible Policing | 14,021,586 | 10,284,072 | - | 31.6% | 121 | 85 268 |
| 3. Detective Services | 5,432,923 | 4,186,805 | - | 12.9% | 141 | 29 608 |
| 4. Crime Intelligence | 1,175,033 | 990,826 | - | 3.0% | 148 | 6 689 |
| 5. Protection Services | 1,261,327 | 986,594 | - | 3.0% | 90 | 11 019 |
| TOTAL | 32,521,230 | 22,654,635 | 692,896 | 69.7% | 139 | 163 416 |

TABLE 2.2 Personnel costs by salary bands, 1 April 2006 to 31 March 2007

| SALARY BANDS | COMPENSATION OF EMPLOYEES (R'000) | % OF TOTAL COMPENSATION OF EMPLOYEES | AVERAGE COMPENSATION OF EMPLOYEES PER EMPLOYEE (R'000) |
|--|-----------------------------------|--------------------------------------|--|
| Lower skilled (Levels 1-2) | 690,653 | 3.0% | 51 |
| Skilled (Levels 3-5) | 5,791,340 | 25.6% | 92 |
| Highly skilled production (Levels 6-8) | 14,256,521 | 62.9% | 180 |
| Highly skilled supervision (Levels 9-12) | 1,541,154 | 6.8% | 228 |
| Senior Management (Levels 13-16) | 374,967 | 1.7% | 570 |
| TOTAL | 22,654,635 | 100.00% | 139 |

The following tables provide a summary per programme (Table 2.3) and salary bands (Table 2.4), of expenditure incurred as a result of salaries, overtime, homeowners allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

TABLE 2.3 Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 1 April 2006 to 31 March 2007

| PROGRAMME | SALARIES | | OVERTIME | | HOME OWNERS ALLOWANCE | | MEDICAL ASSISTANCE | |
|------------------------|-------------------|--|----------------|--|-----------------------|---|--------------------|--|
| | AMOUNT (R'000) | SALARIES AS A % OF COMPENSATION OF EMPLOYEES | AMOUNT (R'000) | OVERTIME AS A % OF COMPENSATION OF EMPLOYEES | AMOUNT (R'000) | HOA AS A % OF COMPENSATION OF EMPLOYEES | AMOUNT (R'000) | MEDICAL ASSISTANCE AS A % OF COMPENSATION OF EMPLOYEES |
| 1. Administration | 2,718,606 | 12.0% | 30,857 | 0.1% | 64,428 | 0.3% | 573,024 | 2.5% |
| 2. Visible Policing | 7,470,669 | 33.0% | 180,115 | 0.8% | 152,854 | 0.7% | 1,361,181 | 6.0% |
| 3. Detective Services | 3,062,789 | 13.5% | 70,282 | 0.3% | 69,974 | 0.3% | 488,090 | 2.2% |
| 4. Crime Intelligence | 729,989 | 3.2% | 10,617 | 0.1% | 15,584 | 0.1% | 111,080 | 0.5% |
| 5. Protection Services | 713,242 | 3.2% | 45,593 | 0.2% | 13,033 | 0.1% | 175,362 | 0.8% |
| TOTAL | 14,695,295 | 64.9% | 337,464 | 1.5% | 315,873 | 1.4% | 2,708,737 | 12.0% |

TABLE 2.4 Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 1 April 2006 to 31 March 2007

| SALARY BANDS | SALARIES | | OVERTIME | | HOME OWNERS ALLOWANCE | | MEDICAL ASSISTANCE | |
|--|-------------------|--|----------------|--|-----------------------|---|--------------------|--|
| | AMOUNT (R'000) | SALARIES AS A % OF COMPENSATION OF EMPLOYEES | AMOUNT (R'000) | OVERTIME AS A % OF COMPENSATION OF EMPLOYEES | AMOUNT (R'000) | HOA AS A % OF COMPENSATION OF EMPLOYEES | AMOUNT (R'000) | MEDICAL ASSISTANCE AS A % OF COMPENSATION OF EMPLOYEES |
| Lower skilled (Levels 1-2) | 420,686 | 1.9% | 1,002 | 0.0% | 5,574 | 0.0% | 223,112 | 1.0% |
| Skilled (Levels 3-5) | 3,290,443 | 14.5% | 74,519 | 0.3% | 86,962 | 0.4% | 1,106,729 | 4.9% |
| Highly skilled production (Levels 6-8) | 8,813,965 | 38.9% | 221,806 | 1.0% | 197,564 | 0.9% | 1,263,229 | 5.6% |
| Highly skilled supervision (Levels 9-12) | 1,955,823 | 8.6% | 40,137 | 0.2% | 25,284 | 0.1% | 105,234 | 0.5% |
| Senior Management (Levels 13-16) | 214,378 | 1.0% | 0 | 0.0% | 489 | 0.0% | 10,433 | 0.0% |
| TOTAL | 14,695,295 | 64.9% | 337,464 | 1.5% | 315,873 | 1.4% | 2,708,737 | 12.0% |

3. EMPLOYMENT AND VACANCIES

The following tables summarize the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables: - programme (Table 3.1), salary band (Table 3.2) and critical occupations (Table 3.3).

TABLE 3.1 Employment and vacancies by programme, 1 April 2006 to 31 March 2007

| PROGRAMME | NUMBER OF POSTS | NUMBER OF POSTS FILLED | VACANCY RATE | *NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT |
|---------------------|-----------------|------------------------|--------------|---|
| Administration | 30 862 | 30 832 | 0.10 | 0 |
| Visible Policing | 85 302 | 85 268 | 0.04 | 0 |
| Detective Service | 29 619 | 29 608 | 0.04 | 0 |
| Crime Intelligence | 6 691 | 6 689 | 0.03 | 0 |
| Protection Services | 11 023 | 11 019 | 0.04 | 0 |
| TOTAL | 163 497 | 163 416 | 0.05 | 0 |

*Note: The SAPS has a growing establishment, with set targets in its HR Plan, which accommodate growth up to the 2009/2010 financial year, in accordance with the MTEF for SAPS.

TABLE 3.2 *Employment and vacancies by salary bands, 1 April 2006 to 31 March 2007*

| SALARY BANDS | NUMBER OF POSTS | NUMBER OF POSTS FILLED | VACANCY RATE | *NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT |
|--|-----------------|------------------------|--------------|---|
| Lower skilled (Levels 1-2) | 13 658 | 13 638 | 0.15 | 0 |
| Skilled (Levels 3-5) | 63 213 | 63 188 | 0.04 | 0 |
| Highly skilled production (Levels 6-8) | 79 205 | 79 174 | 0.04 | 0 |
| Highly skilled supervision (Levels 9-12) | 6 761 | 6 758 | 0.04 | 0 |
| Senior management (13-16) | 660 | 658 | 0.30 | 0 |
| TOTAL | 163 497 | 163 416 | 0.05 | 0 |

*Note: The SAPS has a growing establishment, with set targets in its HR Plan, which accommodate growth up to the 2009/2010 financial year, in accordance with the MTEF for SAPS.

TABLE 3.3 *Employment and vacancies by critical occupation, 1 April 2006 to 31 March 2007*

| *CRITICAL OCCUPATIONS | NUMBER OF POSTS | NUMBER OF POSTS FILLED | VACANCY RATE | *NUMBER OF POSTS FILLED ADDITIONAL TO THE ESTABLISHMENT |
|--|-----------------|------------------------|--------------|---|
| Aircraft pilots & related associate professionals | 43 | 40 | 6.98 | 0 |
| Architects town planners | 4 | 4 | 0.00 | 0 |
| Chemists | 400 | 400 | 0.00 | 0 |
| Engineers & related professionals | 2 | 2 | 0.00 | 0 |
| General legal administration & related professionals | 200 | 200 | 0.00 | 0 |
| Natural sciences related | 12 | 12 | 0.00 | 0 |
| Police | 119 587 | 119 587 | 0.00 | 0 |
| Psychologists & vocational counselors | 133 | 133 | 0.00 | 0 |
| TOTAL | 120 381 | 120 378 | 0.00 | 0 |

*Note: The Minister, Deputy Minister, Head of Department/Chief Executive Officer and Senior Managers are, by their very nature, critical occupations, but have not been separately listed. Hence critical occupations have been addressed within the Occupational Classes of Functional Personnel SAPS (police); Pilots; National Science & Support (Chemists & Natural Science Related); Engineer & Support (Architects & Engineers); Medical Science & Support (Psychologists & Health Sciences

Related); Legal & Support (Advocates & Legal related). The critical occupations (Occupational Classes) do not reflect all the posts filled within SAPS, but only those posts, which are considered as a priority for the optimal functioning of SAPS's core functions.

4. JOB EVALUATION

The Public Service Regulations, 1999 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organization. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. This was complemented by a decision by the Minister for the Public Service and Administration that all SMS jobs must be evaluated before 31 December 2002.

With regard to the SAPS, the Equate Job Evaluation system is been utilized to determine the salary levels for posts on National, Provincial and Area levels whereas the Resource Allocation Guide (RAG) is been utilized to determine salary levels for station posts. Table 4.1 indicates the number of posts evaluated by utilizing the two systems.

TABLE 4.1 *Job Evaluation, 1 April 2006 to 31 March 2007*

| SALARY BANDS | NUMBER OF POSTS | NUMBER OF JOBS EVALUATED | % OF POSTS EVALUATED BY SALARY BANDS | POSTS UPGRADED | | POSTS DOWN GRADED | |
|--|-----------------|--------------------------|--------------------------------------|-----------------|-------------------|-------------------|-------------------|
| | | | | NUMBER OF POSTS | % POSTS EVALUATED | NUMBER OF POSTS | % POSTS EVALUATED |
| Lower skilled (Levels 1-2) | 13 658 | 0 | 0 | 0 | 0 | 0 | 0 |
| Skilled (Levels 3-5) | 63 213 | 0 | 0 | 0 | 0 | 0 | 0 |
| Highly skilled production (Levels 6-8) | 79 205 | 16 | 0.02 | 0 | 0 | 0 | 0 |
| Highly skilled supervision (Levels 9-12) | 6 761 | 730 | 10.80 | 0 | 0 | 0 | 0 |
| Senior management (Levels 13-16) | 660 | 20 | 3.03 | 0 | 0 | 0 | 0 |
| TOTAL | 163 497 | 766 | 0.47 | 0 | 0 | 0 | 0 |

TABLE 4.2 *Profile of employees whose salary position were upgraded due to their posts being upgraded, 1 April 2006 to 31 March 2007*

None

TABLE 4.3 *Employees whose salary level exceed the grade determined by job evaluation, 1 April 2006 to 31 March 2007 (in terms of PSR 1.V.C.3)*

None

TABLE 4.4 *Profile of employees whose salary level exceeds the grade determined by job evaluation, 1 April 2006 to 31 March 2007 (in terms of PSR 1. V.C. 3)*

None

With regard to tables 4.2 to 4.4 vacant newly created posts are evaluated and then filled through the normal advertisement and filling procedure, therefore no individual employees were affected by job evaluations in terms of their salary levels.

5. EMPLOYMENT CHANGES

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band (Table 5.1) and by critical occupations (Table 5.2).

TABLE 5.1 *Annual turnover rates by salary bands for the period 1 April 2006 to 31 March 2007*

| SALARY BANDS | EMPLOYMENT AT BEGINNING OF PERIOD (APRIL 2006) | APPOINTMENTS | TERMINATIONS | TURNOVER RATE |
|--|--|---------------|--------------|---------------|
| Lower skilled (Levels 1-2) | 4 473 | 9 343 | 178 | 4 |
| Skilled (Levels 3-5) | 62 509 | 1 673 | 994 | 1.6 |
| Highly skilled production (Levels 6-8) | 80 625 | 194 | 1 645 | 2 |
| Highly skilled supervision (Levels 9-12) | 7 063 | 22 | 327 | 4.6 |
| Senior management (Levels 13-16) | 673 | 5 | 20 | 3 |
| TOTAL | 155 343 | 11 237 | 3 164 | 2 |

Note: Employment at the end of the previous period as reported in the Departments Annual Report for 2005/2006 may differ from employment at the beginning of this period due to terminations and appointments that were in process.

TABLE 5.2 Annual Turnover Rates by Critical Occupation for the period 1 April 2006 to 31 March 2007

| OCCUPATION | EMPLOYMENT AT BEGINNING OF PERIOD (APRIL 2006) | APPOINTMENTS | TERMINATIONS | TURNOVER RATE |
|--|--|--------------|--------------|---------------|
| Aircraft pilots & related associate professionals | 40 | 3 | 3 | 7.5 |
| Architects town planners | 1 | 3 | 0 | 0 |
| Chemists | 367 | 55 | 22 | 6 |
| Engineers & related professionals | 2 | 0 | 0 | 0 |
| General legal administration & related professionals | 203 | 3 | 6 | 3 |
| Natural Sciences related | 12 | 0 | 0 | 0 |
| Police | 112 101 | 9 281 | 1 795 | 1.6 |
| Psychologists & vocational counselors | 129 | 22 | 18 | 14 |
| TOTAL | 112 855 | 9 367 | 1 844 | 1.6 |

TABLE: 5.3 Reasons why staff are leaving the department

| TERMINATION TYPE | NUMBER | PERCENTAGE OF TOTAL RESIGNATIONS | PERCENTAGE OF TOTAL EMPLOYMENT | TOTAL | TOTAL EMPLOYMENT |
|---|--------------|----------------------------------|--------------------------------|--------------|------------------|
| Death, Permanent | 440 | 13.9 | 0.3 | 3 164 | 163 416 |
| Resignation, Permanent | 1 649 | 52.1 | 1 | 3 164 | 163 416 |
| Expiry of contract, Permanent | 164 | 5.2 | 0.1 | 3 164 | 163 416 |
| Discharged due to ill health, Permanent | 211 | 6.7 | 0.1 | 3 164 | 163 416 |
| Dismissal-misconduct, Permanent | 54 | 1.7 | 0 | 3 164 | 163 416 |
| Retirement, Permanent | 617 | 19.5 | 0.4 | 3 164 | 163 416 |
| Other, Permanent | 29 | 0.9 | 0 | 3 164 | 163 416 |
| TOTAL | 3 164 | 100 | 1.9 | 3 164 | 163 416 |

TABLE 5.4 Promotions by Critical Occupation

| OCCUPATIONS | EMPLOYMENT AT END OF PERIOD | PROMOTIONS TO ANOTHER SALARY LEVEL | SALARY LEVEL PROMOTIONS AS A % OF EMPLOYMENT |
|--|-----------------------------|------------------------------------|--|
| Aircraft pilots & related associate professionals | 40 | 1 | 2.5 |
| Architects town planners | 4 | 0 | 0 |
| Chemists | 400 | 1 | 0.3 |
| Engineers & related professionals | 2 | 0 | 0 |
| General legal administration & related professionals | 200 | 9 | 4.5 |
| Natural Sciences related | 12 | 0 | 0 |

| OCCUPATIONS | EMPLOYMENT AT END OF PERIOD | PROMOTIONS TO ANOTHER SALARY LEVEL | SALARY LEVEL PROMOTIONS AS A % OF EMPLOYMENT |
|---------------------------------------|-----------------------------|------------------------------------|--|
| Police | 119 587 | 1 441 | 1.2 |
| Psychologists & vocational counselors | 133 | 1 | 0.8 |
| TOTAL | 120 378 | 1 453 | 1.2 |

TABLE 5.5 Promotions by Salary Bands

| SALARY BANDS | EMPLOYMENT AT END OF PERIOD | PROMOTIONS TO ANOTHER SALARY LEVEL | SALARY LEVEL PROMOTIONS AS A % OF EMPLOYMENT |
|--|-----------------------------|------------------------------------|--|
| Lower skilled (Levels 1-2) | 13 638 | 108 | 0.8 |
| Skilled (Levels 3-5) | 63 188 | 1 762 | 2.8 |
| Highly skilled production (Levels 6-8) | 79 174 | 2 522 | 3.2 |
| Highly skilled supervision (Levels 9-12) | 6 758 | 521 | 7.7 |
| Senior management (Levels 13-16) | 658 | 8 | 1.2 |
| TOTAL | 163 416 | 4 921 | 3 |

6. EMPLOYMENT EQUITY

The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998.

TABLE 6.1 Total number of employees (including employees with disabilities) in each of the following occupation categories as on 31 March 2007

| OCCUPATIONAL CATEGORIES | MALE | | | | | FEMALE | | | | | TOTAL |
|---|---------|----------|--------|-------------------|--------|---------|----------|--------|---------------------|-------|---------|
| | AFRICAN | COLOURED | INDIAN | MALE TOTAL BLACKS | WHITE | AFRICAN | COLOURED | INDIAN | FEMALE TOTAL BLACKS | WHITE | |
| Legislators, Senior officials & managers | 182 | 33 | 31 | 246 | 155 | 41 | 3 | 5 | 49 | 32 | 482 |
| Professionals, Permanent | 2 258 | 371 | 260 | 2 889 | 1 863 | 1 326 | 261 | 173 | 1 760 | 1 859 | 8 371 |
| Clerks, Permanent | 5 010 | 890 | 279 | 6 179 | 640 | 10 747 | 2 534 | 733 | 14 014 | 5 931 | 26 764 |
| Clerks, Temporary | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Service & sales workers, Permanent | 70 598 | 10 401 | 3 040 | 84 039 | 14 199 | 15 314 | 2 615 | 485 | 18 414 | 3 467 | 120 119 |
| Craft & related trades workers, Permanent | 349 | 67 | 44 | 460 | 382 | 19 | 0 | 0 | 19 | 12 | 873 |

| OCCUPATIONAL CATEGORIES | MALE | | | | | FEMALE | | | | | TOTAL |
|--|---------------|---------------|--------------|-------------------|---------------|---------------|--------------|--------------|---------------------|---------------|----------------|
| | AFRICAN | COLOURED | INDIAN | MALE TOTAL BLACKS | WHITE | AFRICAN | COLOURED | INDIAN | FEMALE TOTAL BLACKS | WHITE | |
| Plant & machine operators & assemblers | 114 | 6 | 1 | 121 | 5 | 2 | 0 | 0 | 2 | 0 | 128 |
| Elementary occupations, Permanent | 3 333 | 538 | 28 | 3 899 | 62 | 2 043 | 386 | 5 | 2 434 | 53 | 6 448 |
| Other, Permanent | 117 | 12 | 7 | 136 | 7 | 79 | 5 | 1 | 85 | 2 | 230 |
| TOTAL | 81 961 | 12 318 | 3 690 | 97 969 | 17 313 | 29 571 | 5 804 | 1 402 | 36 777 | 11 357 | 163 416 |

| EMPLOYEES WITH DISABILITIES | MALE | | | | FEMALE | | | | TOTAL |
|-----------------------------|---------|----------|--------|-------|---------|----------|--------|-------|-------|
| | AFRICAN | COLOURED | INDIAN | WHITE | AFRICAN | COLOURED | INDIAN | WHITE | |
| | 415 | 65 | 25 | 330 | 82 | 22 | 7 | 124 | 1070 |

TABLE 6.2 Total number of employees (including employees with disabilities) in each of the following occupation categories as on 31 March 2006

| OCCUPATIONAL BANDS | MALE | | | | | FEMALE | | | | | TOTAL |
|---|---------------|---------------|--------------|-------------------|---------------|---------------|--------------|--------------|---------------------|---------------|----------------|
| | AFRICAN | COLOURED | INDIAN | MALE TOTAL BLACKS | WHITE | AFRICAN | COLOURED | INDIAN | FEMALE TOTAL BLACKS | WHITE | |
| Top Management, Permanent | 14 | 2 | 2 | 18 | 4 | 3 | 0 | 1 | 4 | 1 | 27 |
| Senior Management, Permanent | 253 | 42 | 36 | 331 | 174 | 68 | 6 | 8 | 82 | 44 | 631 |
| Professionals qualified and experienced | 3 994 | 822 | 688 | 5 504 | 4 164 | 1 096 | 221 | 159 | 1 476 | 1 631 | 12 775 |
| Skilled technical & academically qualified work | 41 644 | 5 055 | 2 098 | 48 797 | 10 996 | 5 606 | 1 092 | 628 | 7 326 | 6 657 | 73 776 |
| Skilled technical & academically qualified work | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Semi-skilled & discretionary decision making | 22 455 | 4 546 | 620 | 27 621 | 1 728 | 16 418 | 3 748 | 552 | 20 718 | 2 870 | 52 937 |
| Unskilled & defined decision making | 1 398 | 297 | 16 | 1 711 | 72 | 1 109 | 255 | 13 | 1 377 | 80 | 3 240 |
| Other Occupational Bands (e.g. contract) | 12 203 | 1 554 | 230 | 13 987 | 175 | 5 271 | 482 | 41 | 5 794 | 73 | 20 029 |
| TOTAL | 81 961 | 12 318 | 3 690 | 97 969 | 17 313 | 29 571 | 5 804 | 1 402 | 36 777 | 11 357 | 163 416 |

TABLE 6.3 Recruitment for the period 1 April 2006 to 31 March 2007

| OCCUPATIONAL BANDS | MALE | | | | | FEMALE | | | | | TOTAL |
|---|--------------|------------|-----------|-------------------|------------|--------------|------------|-----------|---------------------|------------|---------------|
| | AFRICAN | COLOURED | INDIAN | MALE TOTAL BLACKS | WHITE | AFRICAN | COLOURED | INDIAN | FEMALE TOTAL BLACKS | WHITE | |
| Senior Management, Permanent | 3 | 1 | 0 | 4 | 1 | 0 | 0 | 0 | 0 | 0 | 5 |
| Professionals qualified and experienced | 5 | 1 | 2 | 8 | 7 | 2 | 1 | 0 | 3 | 1 | 19 |
| Skilled technical & academically qualified work | 66 | 9 | 5 | 80 | 18 | 49 | 5 | 10 | 64 | 21 | 183 |
| Semi-skilled & discretionary decision making | 591 | 45 | 17 | 653 | 41 | 842 | 68 | 23 | 933 | 43 | 1 670 |
| Unskilled & defined decision making | 63 | 13 | 1 | 77 | 8 | 46 | 9 | 0 | 55 | 16 | 156 |
| Other Occupational Bands (e.g. contract) | 5 502 | 768 | 58 | 6 328 | 59 | 2 484 | 297 | 12 | 2 793 | 24 | 9 204 |
| TOTAL | 6 230 | 837 | 83 | 7 150 | 134 | 3 423 | 380 | 45 | 3 848 | 105 | 11 237 |

Note: The figures for Senior and Top Management include internal and external appointments on salary level 13 to 15.

TABLE 6.4 Progression to another salary notch for the period 1 April 2006 to 31 March 2007

| OCCUPATIONAL BANDS | MALE | | | | | FEMALE | | | | | TOTAL |
|---|---------|----------|--------|--------------|--------|---------|----------|--------|--------------|-------|--------|
| | AFRICAN | COLOURED | INDIAN | TOTAL BLACKS | WHITE | AFRICAN | COLOURED | INDIAN | TOTAL BLACKS | WHITE | |
| Top Management, Permanent | 6 | 1 | 2 | 9 | 2 | 6 | 0 | 0 | 6 | 1 | 18 |
| Senior Management, Permanent | 30 | 5 | 2 | 37 | 9 | 11 | 3 | 1 | 15 | 5 | 66 |
| Professionals qualified and experienced | 2 800 | 626 | 598 | 4 024 | 3 782 | 391 | 129 | 116 | 636 | 1 461 | 9 903 |
| Skilled technical & academically qualified work | 38 290 | 4 548 | 1 943 | 44 781 | 10 936 | 3 142 | 750 | 537 | 4 429 | 5 933 | 66 079 |
| Semi-skilled & discretionary decision making | 12 611 | 2 174 | 356 | 15 141 | 944 | 11 687 | 2 577 | 463 | 14 727 | 2 374 | 33 186 |
| Unskilled & defined decision making | 1 090 | 253 | 18 | 1 361 | 54 | 950 | 238 | 14 | 1 202 | 63 | 2 680 |

| OCCUPATIONAL BANDS | MALE | | | | | FEMALE | | | | | TOTAL |
|--|---------------|--------------|--------------|---------------|---------------|---------------|--------------|--------------|---------------|--------------|----------------|
| | AFRICAN | COLOURED | INDIAN | TOTAL BLACKS | WHITE | AFRICAN | COLOURED | INDIAN | TOTAL BLACKS | WHITE | |
| Other Occupational Bands (e.g. contract) | 11 493 | 1 407 | 210 | 13 110 | 172 | 4 806 | 364 | 45 | 5 215 | 74 | 18 571 |
| TOTAL | 66 320 | 9 014 | 3 129 | 78 463 | 15 899 | 20 993 | 4 061 | 1 176 | 26 230 | 9 911 | 130 503 |

TABLE 6.5 Terminations for the period 1 April 2006 to 31 March 2007

| OCCUPATIONAL BANDS | MALE | | | | | FEMALE | | | | | TOTAL |
|---|--------------|------------|-----------|--------------|------------|------------|-----------|-----------|--------------|------------|--------------|
| | AFRICAN | COLOURED | INDIAN | TOTAL BLACKS | WHITE | AFRICAN | COLOURED | INDIAN | TOTAL BLACKS | WHITE | |
| Top Management, Permanent | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Senior Management, Permanent | 5 | 1 | 0 | 6 | 12 | 1 | 0 | 0 | 1 | 0 | 19 |
| Professionals qualified and experienced | 73 | 15 | 9 | 97 | 166 | 7 | 2 | 1 | 10 | 53 | 326 |
| Skilled technical & academically qualified work | 694 | 106 | 37 | 837 | 506 | 55 | 12 | 7 | 74 | 228 | 1 645 |
| Semi-skilled & discretionary decision making | 310 | 69 | 12 | 391 | 89 | 207 | 62 | 19 | 288 | 157 | 925 |
| Unskilled & defined decision making | 43 | 9 | 3 | 55 | 4 | 9 | 3 | 1 | 13 | 2 | 74 |
| Other Occupational Bands (e.g. contract) | 87 | 24 | 3 | 114 | 10 | 39 | 5 | 1 | 45 | 5 | 174 |
| TOTAL | 1 213 | 224 | 64 | 1 501 | 787 | 318 | 84 | 29 | 431 | 445 | 3 164 |

TABLE 6.6 Disciplinary actions for the period 1 April 2006 to 31 March 2007

| DISCIPLINARY ACTIONS | MALE | | | | | FEMALE | | | | | TOTAL |
|-------------------------|---------|----------|--------|--------------|-------|---------|----------|--------|--------------|-------|-------|
| | AFRICAN | COLOURED | INDIAN | TOTAL BLACKS | WHITE | AFRICAN | COLOURED | INDIAN | TOTAL BLACKS | WHITE | |
| Correctional Counseling | 43 | 13 | 2 | 58 | 13 | 0 | 0 | 0 | 0 | 2 | 73 |
| Demotion | 15 | 2 | 0 | 17 | 1 | 0 | 0 | 0 | 0 | 0 | 18 |
| Dismissal | 266 | 38 | 8 | 312 | 22 | 17 | 4 | 0 | 21 | 11 | 366 |
| Final written warning | 135 | 34 | 2 | 171 | 19 | 9 | 4 | 0 | 13 | 2 | 205 |

| DISCIPLINARY ACTIONS | MALE | | | | | FEMALE | | | | | TOTAL |
|--|--------------|------------|-----------|--------------|------------|------------|-----------|----------|--------------|-----------|--------------|
| | AFRICAN | COLOURED | INDIAN | TOTAL BLACKS | WHITE | AFRICAN | COLOURED | INDIAN | TOTAL BLACKS | WHITE | |
| Fine | 554 | 76 | 11 | 641 | 40 | 24 | 10 | 0 | 34 | 7 | 722 |
| Suspended dismissal | 130 | 15 | 2 | 147 | 19 | 17 | 7 | 0 | 24 | 0 | 190 |
| Case withdrawn | 419 | 55 | 18 | 492 | 45 | 17 | 8 | 0 | 25 | 7 | 569 |
| Not guilty | 436 | 32 | 15 | 483 | 51 | 13 | 6 | 0 | 19 | 4 | 557 |
| Suspended without payment | 18 | 20 | 3 | 41 | 0 | 1 | 1 | 0 | 2 | 0 | 43 |
| Verbal warning | 187 | 35 | 4 | 226 | 11 | 20 | 6 | 1 | 27 | 8 | 272 |
| Written warning | 510 | 141 | 11 | 662 | 76 | 78 | 12 | 0 | 90 | 13 | 841 |
| Postponement of sanction | 6 | 0 | 0 | 6 | 1 | 0 | 0 | 0 | 0 | 1 | 8 |
| Any of the above sanctions but suspended for a period not exceeding 6 months | 92 | 21 | 1 | 114 | 14 | 15 | 6 | 0 | 21 | 1 | 150 |
| Combination of above | 24 | 13 | 1 | 38 | 7 | 3 | 1 | 0 | 4 | 0 | 49 |
| TOTAL | 2 835 | 495 | 78 | 3 408 | 319 | 214 | 65 | 1 | 280 | 56 | 4 063 |

TABLE 6.7 Skills Development for the period 1 April 2006 to 31 March 2007

| OCCUPATIONAL CATEGORIES | MALE | | | | FEMALE | | | | TOTAL |
|--|---------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|---------------|
| | AFRICAN | COLOURED | INDIAN | WHITE | AFRICAN | COLOURED | INDIAN | WHITE | |
| Legislators, Senior officials & Managers | 2 587 | 437 | 219 | 505 | 1 170 | 185 | 70 | 332 | 5 505 |
| Professionals | 1 276 | 105 | 76 | 300 | 511 | 54 | 30 | 246 | 2 598 |
| Technicians & Associate Professionals | 7 078 | 791 | 474 | 805 | 3 462 | 475 | 207 | 519 | 13 811 |
| Clerks | 4 788 | 489 | 293 | 692 | 3 115 | 465 | 228 | 897 | 10 967 |
| Service & Sales Workers | 27 727 | 4 107 | 2 517 | 3 991 | 9 428 | 1 624 | 558 | 1 489 | 51 441 |
| Skilled Agriculture and Fishery Workers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Craft & related trades Workers | 375 | 53 | 5 | 52 | 329 | 45 | 10 | 50 | 919 |
| Plant & Machine Operators & Assemblers | 230 | 158 | 10 | 33 | 230 | 98 | 10 | 39 | 808 |
| Elementary Occupations | 862 | 122 | 50 | 147 | 889 | 161 | 63 | 261 | 2 555 |
| TOTAL | 44 923 | 6 262 | 3 644 | 6 525 | 19 134 | 3 107 | 1 176 | 3 833 | 88 604 |

7. PERFORMANCE REWARDS

To encourage good performance, the department has granted the following performance reward during the year under review.

TABLE 7.1 *Performance Rewards by race, gender and disability, 1 April 2006 to 31 March 2007*

| DEMOGRAPHICS | NUMBER OF BENEFICIARIES | TOTAL NUMBER OF EMPLOYMENT | *PERCENTAGE OF TOTAL WITHIN GROUP | COST (R'000) | AVERAGE COST PER BENEFICIARY (R) |
|----------------------|-------------------------|----------------------------|-----------------------------------|----------------|----------------------------------|
| African, Female | 8 785 | 29 571 | 29.7 | 32,291 | 3.676 |
| Africa, Male | 23 333 | 81 961 | 28.5 | 99,037 | 4.245 |
| Indian, Female | 624 | 1 402 | 44.5 | 2,638 | 4.228 |
| Indian, Male | 1 445 | 3 690 | 39.2 | 6,968 | 4.822 |
| Coloured, Female | 2 266 | 5 804 | 39 | 8,143 | 3.594 |
| Coloured, Male | 3 903 | 12 318 | 31.7 | 15,992 | 4.097 |
| Total Blacks, Female | 11 675 | 36 777 | 31.7 | 43,072 | 3.689 |
| Total Blacks, Male | 28 681 | 97 969 | 29.3 | 121,997 | 4.254 |
| White, Female | 5 536 | 11 357 | 48.7 | 24,370 | 4.402 |
| White, Male | 7 327 | 17 313 | 42.3 | 37,025 | 5.053 |
| TOTAL | 53 219 | 163 416 | 32.6 | 226,464 | 4.255 |

*Note: Performance Rewards paid in the 2006/2007 financial year were for services rendered in the 2005/2006 financial year.

TABLE 7.2 *Performance Rewards by Salary Bands for Personnel below Senior Management Service 1 April 2006 to 31 March 2007*

| SALARY BANDS | NUMBER OF BENEFICIARIES | NUMBER OF EMPLOYEES | PERCENTAGE OF TOTAL WITHIN SALARY BANDS | COST (R'000) | AVERAGE COST PER BENEFICIARY (R) |
|--|-------------------------|---------------------|---|----------------|----------------------------------|
| Lower skilled (Levels 1-2) | 1 270 | 13 638 | 9.3 | 3,810 | 3,000 |
| Skilled (Levels 3-5) | 17 929 | 63 188 | 28.4 | 57,237 | 3,192 |
| Highly skilled production (Levels 6-8) | 31 357 | 79 174 | 39.6 | 140,602 | 4,484 |
| Highly skilled supervision (Levels 9-12) | 2 378 | 6 758 | 35.2 | 19,419 | 8,166 |
| TOTAL | 52 934 | 162 758 | 32.5 | 221,068 | 4,176 |

Note: Performance Rewards paid in 2006/2007 financial year were for services rendered in the 2005/2006 financial year.

TABLE 7.3 Performance Rewards by Critical Occupation, 1 April 2006 to 31 March 2007

| CRITICAL OCCUPATIONS | NUMBER OF BENEFICIARIES | TOTAL EMPLOYMENT | PERCENTAGE OF TOTAL WITHIN OCCUPATION | COST (R'000) | AVERAGE COST PER BENEFICIARY (R) |
|--|-------------------------|------------------|---------------------------------------|----------------|----------------------------------|
| Aircraft pilots & related associate professionals | 11 | 40 | 27.5 | 90 | 8,182 |
| Architects town planners | 1 | 4 | 25 | 11 | 11,000 |
| Chemists | 139 | 400 | 34.8 | 784 | 5,640 |
| Engineers & related professionals | 1 | 2 | 50 | 11 | 11,000 |
| General legal administration & related professionals | 66 | 200 | 33 | 579 | 8,773 |
| Natural sciences related | 2 | 12 | 16.7 | 22 | 11,000 |
| Police | 34 459 | 119 587 | 28.8 | 147,163 | 4,271 |
| Psychologists and vocational counselors | 53 | 133 | 39.9 | 292 | 5,509 |
| TOTAL | 34 732 | 120 378 | 28.9 | 148,952 | 4,289 |

TABLE 7.4 Performance Related Rewards (cash bonus) by salary bands, for Senior Management Service 1 April 2006 to 31 March 2007

| SMS BAND | NUMBER OF BENEFICIARY | TOTAL EMPLOYMENT | PERCENTAGE OF TOTAL PER BAND | COST (R'000) | AVERAGE COST PER BENEFICIARY (R) |
|--------------|-----------------------|------------------|------------------------------|--------------|----------------------------------|
| Band A | 212 | 510 | 41.6 | 3,696 | 17,434 |
| Band B | 52 | 121 | 43 | 1,106 | 21,269 |
| Band C | 20 | 26 | 77 | 477 | 23,850 |
| Band D | 1 | 1 | 100 | 121 | 121,000 |
| TOTAL | 285 | 658 | 43.3 | 5,400 | 18,947 |

Note: Performance Rewards paid in 2006/2007 financial year were for services rendered in the 2005/2006 financial year.

8. FOREIGN WORKERS

The Department did not employ any foreign workers for the period 1 April 2006 to 31 March 2007. Therefore, a nil return is submitted.

9. LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2006 TO 31 DECEMBER 2006

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 9.1) and disability leave (Table 9.2). In both cases, the estimated cost of the leave is also provided.

TABLE 9.1 Sick Leave for 1 January 2006 to 31 December 2006

| SALARY BANDS | 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 DAYS WITH MEDICAL CERTIFICATION |
|--|----------------|-----------------------------------|--------------------------------------|---------------------------------------|---------------------------|------------------------|---|
| Lower skilled (Levels 1-2) | 18 498 | 86.2 | 2 273 | 2.4 | 8 | 2,682 | 15 951 |
| Skilled (Levels 3-5) | 289 287 | 86.6 | 36 588 | 39.1 | 8 | 62,940 | 250 473 |
| Highly skilled production (Levels 6-8) | 383 188 | 92.1 | 46 876 | 50.2 | 8 | 161,583 | 352 783 |
| Highly skilled supervision (Levels 9-12) | 56 677 | 91.1 | 7 418 | 7.9 | 8 | 38,319 | 51 641 |
| Senior management (Levels 13-16) | 2 192 | 91.7 | 320 | 0.3 | 7 | 4,289 | 2 011 |
| TOTAL | 749 842 | 89.7 | 93 475 | 100 | 8 | 269,813 | 672 859 |

TABLE 9.2 Incapacity (Disability) Leave (Temporary and Permanent) for 1 January 2006 to 31 December 2006

| SALARY BANDS | TOTAL DAYS | % DAYS WITH MEDICAL CERTIFICATION | NUMBER OF EMPLOYEES USING DISABILITY LEAVE | % OF TOTAL EMPLOYEES USING DISABILITY LEAVE | AVERAGE DAYS PER EMPLOYEE | ESTIMATED COST (R'000) | TOTAL NUMBER OF DAYS WITH MEDICAL CERTIFICATION |
|--|------------|-----------------------------------|--|---|---------------------------|------------------------|---|
| Lower skilled (Levels 1-2) | 5 760 | 99.9 | 207 | 2 | 28 | 863 | 5 753 |
| Skilled (Levels 3-5) | 63 057 | 99.9 | 2 738 | 26 | 23 | 13,612 | 62 993 |
| Highly skilled production (Levels 6-8) | 250 486 | 99.8 | 6 417 | 62 | 39 | 104,261 | 250 088 |

| SALARY BANDS | TOTAL DAYS | % DAYS WITH MEDICAL CERTIFICATION | NUMBER OF EMPLOYEES USING DISABILITY LEAVE | % OF TOTAL EMPLOYEES USING DISABILITY LEAVE | AVERAGE DAYS PER EMPLOYEE | ESTIMATED COST (R'000) | TOTAL NUMBER OF DAYS WITH MEDICAL CERTIFICATION |
|--|----------------|-----------------------------------|--|---|---------------------------|------------------------|---|
| Highly skilled supervision (Levels 9-12) | 43 990 | 100 | 1 012 | 10 | 43 | 28,214 | 43 978 |
| Senior management (Levels 13-16) | 1 626 | 100 | 35 | 0 | 46 | 3,145 | 1 626 |
| TOTAL | 364 919 | 99.9 | 10 409 | 100 | 35 | 150,095 | 364 438 |

TABLE 9.3 Annual Leave for January 2006 to December 2006

| SALARY BAND | TOTAL DAYS TAKEN | AVERAGE DAYS PER EMPLOYEE | NUMBER OF EMPLOYEES USING ANNUAL LEAVE |
|--|------------------|---------------------------|--|
| Lower skilled (Levels 1-2) | 66 445 | 20 | 3 276 |
| Skilled (Levels 3-5) | 955 283 | 21 | 46 522 |
| Highly skilled production (Levels 6-8) | 1 764 718 | 25 | 71 172 |
| Highly skilled supervision (Levels 9-12) | 311 790 | 25 | 12 604 |
| Senior management (Levels 13-16) | 14 979 | 23 | 653 |
| TOTAL | 3 113 215 | 23 | 134 227 |

TABLE 9.4 Capped Leave for January 2006 to December 2006

| SALARY BANDS | TOTAL DAYS OF CAPPED LEAVE TAKEN | AVERAGE NUMBER OF DAYS TAKEN PER EMPLOYEE | AVERAGE CAPPED LEAVE PER EMPLOYEE AS AT 31 DECEMBER 2006 | NUMBER OF EMPLOYEES WHO TOOK CAPPED LEAVE | TOTAL NUMBER OF CAPPED LEAVE AVAILABLE AT 31 DECEMBER 2006 | NUMBER OF EMPLOYEES AS AT 31 DECEMBER 2006 |
|---|----------------------------------|---|--|---|--|--|
| Lower skilled (levels 1-2) | 843 | 10 | 2.4 | 82 | 31 443 | 13 229 |
| Skilled (Levels 3-5) | 8 191 | 6 | 6.3 | 1 343 | 368 652 | 58 794 |
| Highly skilled production (Levels 6-8) | 96 091 | 10 | 76 | 9 910 | 6 024 052 | 79 234 |
| Highly skilled supervision Levels 9-12) | 13 903 | 9 | 200.7 | 1 542 | 1 317 252 | 6 564 |
| Senior management (Levels 13-16) | 282 | 8 | 124 | 34 | 81 695 | 659 |
| TOTAL | 119 310 | 9 | 49.4 | 12 911 | 7 823 094 | 158 480 |

TABLE 9.5 Leave Payouts

| REASON | TOTAL AMOUNT (R'000) | NUMBER OF EMPLOYEES | AVERAGE PAYMENT PER EMPLOYEE (R) |
|---|----------------------|---------------------|----------------------------------|
| Leave payout for 2006/2007 due to non-utilization of leave for the previous cycle and current leave payments on termination of service. | 2,903 | 649 | 4 473 |
| Capped leave payouts on termination of service for 2006/2007. | 104,094 | 4,502 | 23 122 |
| TOTAL | 106,997 | 5,151 | 20 772 |

10. HIV/AIDS & HEALTH PROMOTION PROGRAMMES

TABLE 10.1 Steps taken to reduce the risk of occupational exposure

| CATEGORIES OF EMPLOYEES IDENTIFIED AS BEING AT HIGH RISK OF CONTRACTING HIV/AIDS AND RELATED DISEASES | KEY STEPS TAKEN TO REDUCE RISK OF INFECTION |
|---|---|
| <ul style="list-style-type: none"> Morticians at mortuaries | <ul style="list-style-type: none"> Employees who entered and worked in the mortuaries were provided with protective clothing and equipment (for example, body scrub suits, gowns, plastic aprons, rubber gloves, surgical face masks, face shields and rubber boots). Employees were trained in the correct use of the protective gear and equipment in providing protection. Vaccination programmes and periodical medical surveillance have been instituted. Standard operating procedures in terms of occupational safety and health have been implemented. The Section Safety, Health and Environmental (SHE) Management, Head Office rendered a 24 hour medical standby service to deal with occupational exposure to infection after hours and during ordinary working hours. Employees were given medical authorization in terms of periodical medical surveillance and occupational exposure. A needle-prick injury procedure was implemented at every mortuary. All medical waste from the mortuaries was disposed of in medical waste receptacles, namely cardboard boxes lined with plastic on the inside. |
| <ul style="list-style-type: none"> Detectives | <ul style="list-style-type: none"> Detective surgical gloves are issued to all functional members, detectives, forensic scientists and fingerprint experts. |
| <ul style="list-style-type: none"> Functional police members | <ul style="list-style-type: none"> During safety, health and environment training, the need for gloves and safe working procedures are explained to members in accordance with the regulations for Hazardous Biological Agents. |
| <ul style="list-style-type: none"> Forensic scientists | <ul style="list-style-type: none"> All members have access to post-exposure prophylactic drugs that are paid for by the SAPS as employer. |
| <ul style="list-style-type: none"> Fingerprint experts | <ul style="list-style-type: none"> All occupational accidents involving body fluids and blood contamination are reported and being dealt with by the Section: SHE Management, Head Office. |

TABLE 10.2 Details of Health Promotion and HIV and AIDS Programmes (tick the applicable boxes and provide the required information)

| | QUESTION | YES | NO | DETAILS, IF YES |
|----|---|-----|----|--|
| 1. | Has the department designated a member of the SMS to implement the provisions contained in Part VI E of chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position. | X | | Deputy National Comm. M Singh: Human Resource Management and Legal Services Private Bag X 94 Pretoria, 0001 Tel: (012) 393 1361 Fax: (012) 393 2795 Commissioner Nomoyi : The Head : Employee Assistance Services Tel: (012) 393 5465/9 Fax: (012) 393 5162 E-mail: nomoyi@saps.org.za |
| 2. | Does the department have a dedicated unit or has it designated specific staff members to promote the health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose. | X | | The Employee Assistance Services consists of Social Workers, registered Psychologists, registered psycho-metrists and Spiritual Services who are responsible for the well-being of the members of the SAPS. A sub-section was established under the auspices of Social Work Services to manage and implement the HIV/AIDS strategy and all related policies. An annual budget of R10 million was allocated to the HIV/AIDS in the SAPS. |
| 3. | Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/ services of this programme. | X | | The Employee Assistance Services deliver these services. The key elements are pro-active programmes such as Life Skills, Be Money Wise, Colleague Sensitivity, Stress Management and Substance Dependency, Moral Re-Generation, Suicide Prevention, Trauma Debriefing, Disabled Care and HIV/AIDS Programme. |
| 4. | Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, Please provide the names of the members of the committee and the stakeholder(s) that they represent. | X | | SAPS HIV/AIDS National Forum exists and comprises of the following delegates:- <ul style="list-style-type: none"> • Deputy National Commissioner Singh as a chairperson. • Divisional Commissioner: Training. • Divisional Commissioner: Legal Services. • Divisional Commissioner: Personnel Services. • Divisional Commissioner: Career Management. • Other key stake holders (Organised Labour, Polmed, Metropolitan Health Group). Similar forums have also been established in the provinces. • Meetings are convened on quarterly basis. |
| 5. | Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed. | X | | The Policy on Employees of the SAPS Living with HIV/AIDS was implemented. SAPS HIV/AIDS five year Strategic Plan 2006-2010 was approved and circulated to all relevant role players for implementation.. |

| | QUESTION | YES | NO | DETAILS, IF YES |
|----|---|-----|----|--|
| 6. | Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures. | X | | <p>The Policy on Employees of the SAPS was approved in August 2001.</p> <p>SAPS also abide by Acts such as the Employment Equity Act, the Basic Conditions of Employment Act as well as the Labour Relations Act, which prohibit discrimination against employees on the basis of their status.</p> |
| 7. | Does the department encourage its employees to undergo Voluntary Counselling and Testing (VCT)? If so, list the results that you have achieved. | X | | <p>The VCT programme is growing and more personnel are making use of testing.</p> <p>Currently SAPS are making use of on-site VCT's at the different workstations in all the provinces. The counseling and testing are being done by different external service providers whilst the Social Workers manage the site at the different work stations. The Social Workers are also responsible for the marketing of VCT.</p> <p>SAPS procured 4 mobile Wellness on Wheels which will be utilized for VCT as well as other medical testing in the more remote areas. In the next financial year 5 more will be procured. The same procedure regarding external service providers will be utilized.</p> <p>Employees are also being encouraged to utilize outside facilities to get to know their status. Partnerships were formed with POLMED and Metropolitan Health Group encouraging employees to register with the Disease Management Programme for the full benefit of the programme.</p> <p>GEMS will provide services for the Public Service Act employees.</p> |
| 8. | Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators. | X | | <p>Organizational indicators, e.g. suicide rates and trends regarding referrals and medical boards, are constantly monitored.</p> |

11. LABOUR RELATIONS

TABLE 11.1 Collective agreements, 1 April 2006 to 31 March 2007

| NUMBER | NAME OF AGREEMENT | DATE SIGNED |
|--------------|--|------------------|
| 2/2006 | New Salary Structure for SAPS | 29 March 2006 |
| 3/2006 | Performance and Reduction of Crime | 7 September 2006 |
| 1/2007 | Amendments to Agreement 1/2005: Adoption of SSSBC Dispute Resolution Rules | 01 February 2007 |
| TOTAL | | 3 |

TABLE 11.2 Misconduct and disciplinary hearings finalized, 1 April 2006 to 31 March 2007

| OUTCOMES OF LESS SERIOUS MISCONDUCT AND SERIOUS MISCONDUCT CONCLUDED BY MEANS OF A DISCIPLINARY HEARING | NUMBER | PERCENTAGE OF TOTAL | TOTAL |
|---|--------------|---------------------|--------------|
| Correctional counseling | 73 | 1.8 | 4 063 |
| Not Guilty | 557 | 13.7 | 4 063 |
| Demotion | 18 | 0.4 | 4 063 |
| Dismissal | 366 | 9 | 4 063 |
| Final written warning | 205 | 5 | 4 063 |
| Fine | 722 | 17.8 | 4 063 |
| Suspended without payment | 43 | 1.1 | 4 063 |
| Verbal warning | 272 | 6.7 | 4 063 |
| Suspended dismissal | 190 | 4.7 | 4 063 |
| Case withdrawn | 569 | 14 | 4 063 |
| Written warning | 841 | 20.7 | 4 063 |
| Any of the above sanctions but suspended for a period not exceeding 6 months | 150 | 3.7 | 4 063 |
| Postponement of sanctions | 8 | 0.2 | 4 063 |
| Combination of the above sanctions | 49 | 1.2 | 4 063 |
| TOTAL | 4 063 | 100 | 4 063 |

TABLE 11.3 Types of misconduct addressed at disciplinary hearings

| REGULATION 20 | NATURE | NUMBER OF PERSONS FOUND GUILTY | % PER TOTAL | TOTAL |
|---------------|---|--------------------------------|-------------|-------|
| (a) | Fails to comply with, or contravenes an Act, regulation or legal obligation. | 417 | 13.24 | 3 149 |
| (b) | Willfully or negligently mismanages the finances of the State. | 22 | 0.70 | 3 149 |
| (c) | Without permission possesses or uses the property of the State, another employee or a visitor. | 84 | 2.67 | 3 149 |
| (d) | Intentionally or negligently damages and or causes loss of State property. | 100 | 3.18 | 3 149 |
| (e) | Endangers the lives of others by disregarding safety rules or regulations. | 34 | 1.08 | 3 149 |
| (f) | Prejudices the administration, discipline or efficiency of a department, office or institution of the State. | 172 | 5.46 | 3 149 |
| (g) | Misuses his/her position in the Service to promote or to prejudice the interest of any political party. | 6 | 0.19 | 3 149 |
| (h) | Accepts any compensation in cash or otherwise from a member of the public or another employee for performing her/his duties without written approval from the employer. | 19 | 0.60 | 3 149 |
| (i) | Fails to carry out a lawful order or routine instruction without just or reasonable cause. | 542 | 17.21 | 3 149 |
| (j) | Absents himself or herself from work without reason or permission. | 397 | 12.61 | 3 149 |

| REGULATION 20 | NATURE | NUMBER OF PERSONS FOUND GUILTY | % PER TOTAL | TOTAL |
|---------------|--|--------------------------------|-------------|--------------|
| (k) | Commits an act of sexual harassment. | 18 | 0.57 | 3 149 |
| (l) | Unfairly discriminates against others on the basis of race, gender, disability, sexuality or other grounds prohibited by the Constitution. | 10 | 0.32 | 3 149 |
| (m) | Without written approval of the employer performs work for compensation in a private capacity for another person or organization either during or outside working hours. | 13 | 0.41 | 3 149 |
| (n) | Without authorization, sleeps on duty. | 20 | 0.64 | 3 149 |
| (o) | While on duty, is under the influence of an intoxicating, illegal, unauthorized, habit-forming drug, including alcohol. | 197 | 6.26 | 3 149 |
| (p) | While on duty, conducts herself/himself in an improper, disgraceful and unacceptable manner. | 100 | 3.18 | 3 149 |
| (q) | Contravenes any prescribed Code of Conduct for the Service or the Public Service, whichever may be applicable to him/her. | 110 | 3.49 | 3 149 |
| (r) | Incites other employees to unlawful conduct or conduct in conflict with accepted procedure. | 18 | 0.57 | 3 149 |
| (s) | Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour. | 56 | 1.78 | 3 149 |
| (t) | Intimidates or victimizes other employees. | 7 | 0.22 | 3 149 |
| (u) | Prevent other employees from belonging to any trade union. | 0 | 0 | 3 149 |
| (v) | Operates any money lending scheme for employees during working hours or from the premises of Service. | 0 | 0 | 3 149 |
| (w) | Gives a false statement or evidence in the execution of his/her duties. | 23 | 0.73 | 3 149 |
| (x) | Falsifies records or any other documentation. | 5 | 0.16 | 3 149 |
| (y) | Participates in any unlawful labour or industrial action. | 1 | 0.03 | 3 149 |
| (z) | Commits a common law or statutory offence. | 778 | 24.70 | 3 149 |
| TOTAL | | 3 149 | 100 | 3 149 |

TABLE 11.4 Grievances lodged for the period 1 April 2006 to 31 March 2007

| NUMBER OF GRIEVANCES ADDRESSES | NUMBER | % OF TOTAL | TOTAL |
|--------------------------------|-----------|------------|-----------|
| Resolved | 73 | 94.8 | 77 |
| Not resolved | 4 | 5.2 | 77 |
| TOTAL | 77 | 100 | 77 |

TABLE 11.5 Disputes lodged with Councils for the period 1 April 2006 to 31 March 2006

| NUMBER OF DISPUTES ADDRESSES | NUMBER | % OF TOTAL |
|------------------------------|------------|------------|
| Upheld | 70 | 20 |
| Dismissed | 290 | 80 |
| TOTAL | 360 | 100 |

290 includes:

- Withdrawals
- No Jurisdiction rulings
- No condonation rulings
- Dismissed due to non-attendance.

TABLE 11.6 Strike actions for the period 1 April 2006 to 31 March 2007

| STRIKE ACTIONS | STRIKE ACTIONS |
|--|----------------|
| Total number of person working days lost | 0 |
| Total cost (R'000) of working days lost | 0 |
| Amount (R'000) recovered as a result of no work no pay | 0 |

TABLE 11.7 Precautionary suspensions for the period 1 April 2006 to 31 March 2007

| PRECAUTIONARY SUSPENSIONS | PRECAUTIONARY SUSPENSIONS |
|--|---------------------------|
| Number of people suspended | 581 |
| Number of people whose suspension exceeded 60 days | 366 |
| Average number of days suspended | 63 |
| Cost of suspension | R25,127,927.53 |

Note: Precautionary suspensions are Regulation 13 suspensions and exclude the following suspensions:

- Section 42 – Imprisonments
- Regulation 18 (5) – Fail to appear at disciplinary hearing
- Regulation 17 (4) - Appeals

12. SKILLS DEVELOPMENT

This section highlights the efforts of the department with regard to skills development.

TABLE 12.1 Training needs identified 1 April 2006 to 31 March 2007

| OCCUPATIONAL CATEGORIES | GENDER | NUMBER OF EMPLOYEES AS AT 31 MARCH 2007 | TRAINING NEEDS IDENTIFIED AT START OF REPORTING PERIOD | | | |
|--|--------|---|--|---|-------------------------|---------------|
| | | | LEARNER-SHIPS | SKILLS PROGRAMMES & OTHER SHORT COURSES | OTHER FORMS OF TRAINING | TOTAL |
| Legislators, senior officials and managers | Female | 81 | 0 | | 0 | 1 852 |
| | Male | 401 | 0 | 51 | 0 | 3 956 |
| Professionals | Female | 3 619 | 1 | | 0 | 879 |
| | Male | 4 752 | 0 | 57 | 0 | 1 852 |
| Clerks | Female | 19 946 | 0 | | 0 | 4 919 |
| | Male | 6 819 | 0 | 227 | 0 | 6 602 |
| Service and sale workers | Female | 21 881 | 0 | | 0 | 14 027 |
| | Male | 98 238 | 0 | 435 | 0 | 40 462 |
| Craft and related trade workers | Female | 31 | 0 | | 0 | 449 |
| | Male | 842 | 0 | 18 | 0 | 484 |
| Plant and machine operators and assemblers | Female | 2 | 0 | | 0 | 392 |
| | Male | 126 | 0 | 11 | 0 | 449 |
| Elementary occupations | Female | 2 487 | 0 | | 0 | 1 449 |
| | Male | 3 961 | 0 | 25 | 0 | 1 244 |
| Other Permanent | Female | 87 | 0 | | 0 | 4 863 |
| | Male | 143 | 0 | 48 | 0 | 9 632 |
| Sub Total | Female | 48 134 | 0 | | | 28 830 |
| | Male | 115 282 | 0 | 0 | | 64 681 |
| TOTAL | | 163 416 | 1 | 872 | 0 | 93 511 |

TABLE 12.2 Training provided 1 April 2006 to 31 March 2007

| OCCUPATIONAL CATEGORIES | GENDER | NUMBER OF EMPLOYEES AS AT 31 MARCH 2007 | TRAINING PROVIDED FOR THE REPORTING PERIOD | | | |
|--|--------|---|--|---|-------------------------|---------------|
| | | | LEARNER-SHIPS | SKILLS PROGRAMMES & OTHER SHORT COURSES | OTHER FORMS OF TRAINING | TOTAL |
| Legislators, senior officials and managers | Female | 81 | 0 | 1 757 | 0 | 1 757 |
| | Male | 401 | 0 | 3 748 | 0 | 3 748 |
| Professionals | Female | 3 619 | 20 | 821 | 0 | 841 |
| | Male | 4 752 | 65 | 1 692 | 0 | 1 757 |
| Clerks | Female | 19 946 | 0 | 4 705 | 0 | 4 705 |
| | Male | 6 819 | 0 | 6 262 | 0 | 6 262 |
| Service and sale workers | Female | 21 881 | 0 | 13 099 | 0 | 13 099 |
| | Male | 98 238 | 0 | 38 342 | 0 | 38 342 |
| Craft and related trade workers | Female | 31 | 0 | 434 | 0 | 434 |
| | Male | 842 | 0 | 485 | 0 | 485 |
| Plant and machine operators and assemblers | Female | 2 | 0 | 377 | 0 | 377 |
| | Male | 126 | 0 | 431 | 0 | 431 |
| Elementary occupations | Female | 2 487 | 0 | 1 374 | 0 | 1 374 |
| | Male | 3 961 | 0 | 1 181 | 0 | 1 181 |
| Other Permanent | Female | 87 | 0 | 4 663 | 0 | 4 663 |
| | Male | 143 | 0 | 9 148 | 0 | 9 148 |
| Sub Total | Female | 48 134 | 20 | 27 230 | 0 | 27 250 |
| | Male | 115 282 | 65 | 61 289 | 0 | 61 354 |
| TOTAL | | 163 416 | 85 | 88 519 | 0 | 88 604 |

13. INJURY ON DUTY

The following table provides basic information on injury on duty.

TABLE 13.1 Injury on duty, 1 April 2006 to 31 March 2007

| NATURE OF INJURY ON DUTY | NUMBER | % OF TOTAL |
|---------------------------------------|--------------|------------|
| Required basic medical attention only | 1 843 | 93.4 |
| Temporary Total Disabled | 0 | 0 |
| Permanent Disabled | 0 | 0 |
| Fatal | 130 | 6.6 |
| TOTAL | 1 973 | 100 |

14. UTILIZATION OF CONSULTANTS

See page 156 which refers to goods and services, of which “consultants, contractors and special services” is a sub-classification.